

# FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

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D 8523 B

Elusive agenda for  
arms control  
talks, Page 15

## NEWS SUMMARY

### Tehran hijackers give in to troops

Iranian troops stormed the hijacked Kuwaiti aircraft held at Tehran for more than five days. They secured the surrender of the five gunmen, who came down the aircraft steps with the remaining hostages, both groups holding their hands above their heads.

#### Nato HQ attacked

A left-wing urban guerrilla group, the Popular Front of April 25, claimed responsibility for a grenade attack on Nato's Iberian headquarters at Oeiras near Lisbon.

#### Green options open

The "pragmatic" wing of West Germany's Greens has succeeded in keeping alive its party's option of power-sharing with the Social Democrats. Page 3.

#### France 'to acquiesce'

France has decided to acquiesce on the Libyan military occupation of northern Chad, agency reporters were told by an unnamed senior official close to President Francois Mitterrand, who is visiting Zaire. France is to take no further military action to dislodge Libyan troops supporting Chad rebels north of the 16th parallel.

#### Atomic power talks

Israel is in an advanced stage of negotiation with France over the possibility of buying one or two nuclear power stations. Page 3.

#### Romanian changes

Romanian leader Nicolae Ceausescu has reshuffled the ruling Communist Party's top decision-making body, the Standing Bureau, which has been cut from 13 members to eight.

#### Craxi criticised

Italian Prime Minister Bettino Craxi was criticised by his coalition partners for meeting Palestinian Liberation Organisation leader, Yassir Arafat.

#### Paris car bomb

A bomb, thought to have been placed under a parked car, wrecked the Paris headquarters of France's main opposition party, the RPR. No one was injured.

#### Election peace plea

India's Election Commission appealed for an end to violence during the campaign as a policeman was reported killed in eastern Bihar State.

#### Rebels' TV coup

Peruvian guerrillas captured a television crew, made them tape a protest against alleged torture of jailed left-wing rebels and persuaded the country's Channel 2 to broadcast it.

#### Students released

Egypt's state security prosecutor ordered the release of 65 of about 100 students arrested during last month's riots at Al-Azhar university in Cairo.

#### Sharon 'must return'

Mr Ariel Sharon, Israeli Trade and Industry Minister, should return home immediately from New York, where he is suing Time magazine for libel, or resign from the Government, said a fellow Cabinet minister.

#### U.S. airline grounded

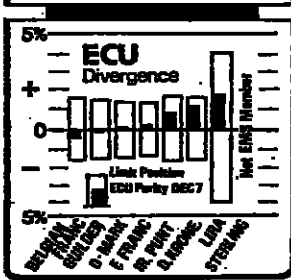
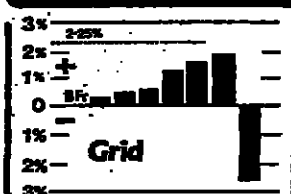
The U.S. Federal Aviation Administration grounded another small commuter airline, American Central based in Iowa, citing 39 safety violations and falsification of records. Page 3.

### Germans expect EMS stability

WESTGERMAN monetary authorities believe there is a good chance that no currency realignment within the European Monetary System will be needed for at least another year. Page 16.

TRADING volume slowed significantly in the European Monetary System last week as activity started to slow down before the year end. The dollar was slightly weaker against the D-Mark in erratic trading, but there was no resultant

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pressure on the weaker members of the system. The D-Mark's firmer trend against the dollar reflected renewed open market intervention by the Bundesbank, which took advantage of the low volume to push the dollar weaker. The Italian lira remained the strongest currency, followed by the Danish krone.

The chart shows the two constraints on European Monetary System exchange rates. The upper grid, based on the weakest currency in the system, defines the cross rates from which no currency (except the lira) may move more than 2% per cent. The lower chart gives each currency's divergence from its "central rate" against the European Currency Unit (ECU), itself a basket of European currencies.

NORWAY threatens to abandon the sale to the UK of gas worth £20bn (\$24bn) from the Sleipner field unless the British Government states its intention by the end of the year to buy the gas. Page 4.

EEC and Japanese trade officials are expected to announce today details of a new agreement restraining Japan's videocassette recorder exports in 1985. Page 15.

SUDAN and a Saudi Arabian businessman, Adnan Khashoggi, have agreed the operational rules of the National Oil Company of Sudan (NOCOS) they set up in September.

TREASURY Secretary Donald Regan said U.S. economic growth might not reach 4 per cent next year, as he had predicted.

LOYD's ruling council will decide today what action should be taken against two of its insurance underwriters after an investigation into their dealings with an offshore company in Bermuda. Page 8.

HONDA agreed to supply technology and parts to China's Shanghai-Yichu Motorcycle Company, which hopes to produce an eventual 120,000 units per year of a 125cc model developed by Honda.

SALENINVEST Swedish shipping group, said a consortium of finance companies and merchant banks had agreed to underwrite a \$1.3bn (\$54m) injection of new equity capital. Page 19.

INDEPENDENT directors on the board of United Technologies, the U.S. conglomerate, rejected claims that the group's management had been "engaged in illegal or improper activities" after chairman Mr Harry Gray was accused of electronically bugging other executives. Page 19.

VOLKSWAGEN DO BRASIL is set to complete a \$630m triangular countertrade agreement with Iraq which includes the sale of cars in return for petroleum to sell to Brazil's state oil company.

## Union Carbide still unsure about cause of gas leak

BY JOHN ELLIOTT IN BHOPAL AND OUR NEW YORK STAFF

UNION CARBIDE, the U.S. chemicals group, said yesterday that it still could not offer a clear account of what went wrong in Bhopal, central India, where more than 2,500 people are estimated to have died in the past week after a gas leak. More than 100,000 have been treated in hospitals and clinics.

Mr Warren Anderson, Union Carbide chairman, is planning to give a press conference today at the company's headquarters in Connecticut to report on his visit to the disaster area.

The company said yesterday it was not clear when Mr Anderson would arrive back in the U.S. after the troubled visit in which he was briefly placed under house arrest

and charged with criminal conspiracy in connection with the pesticide plant gas leak.

The company also faces a \$15bn class action suit filed in a U.S. district court late on Friday by lawyers representing Indians killed in the disaster.

Union Carbide said it believed that the company's five-man technical team, which left the U.S. with Mr Anderson last week, was allowed entry to the insecticide plant on Friday. No reports had been received by the company, however, and it was expected that it would be a "matter of weeks" before a detailed account of the causes of the disaster was made public.

In Bhopal, meanwhile, it became

clear that Union Carbide had no safety or emergency procedures arranged with the local community around its plant.

"We did not know that such a small amount of gas leaked had the capacity to destroy human lives to this extent. The lethal properties were not known. We thought our safety controls were adequate so did not do any community education," one of the plant's managers, said.

"People outside the factory did not know what to do if there was a leakage. Inside, we knew what to do, but not those outside," Mr Hadan Lal Ranji, president of the local Union Carbide trade union, said.

That so far appears to be the

main difference, apart from size and the absence of some computer controls, between the relatively small plant in Bhopal and Union Carbide's other, much larger, plant producing pesticides with lethal methyl isocyanate in the U.S. state of West Virginia, where there is full community liaison.

As a result, people ran in various directions away from the plant when the lethal gas descended on their homes near the factory. It was driven by a south-west wind and forced to the ground by heavy, misty winter air at 1 am last Monday.

"If it had been summer with thin air, most of the gas would probably have gone straight upwards and far

less damage done," according to one company expert.

The factory employees knew to run in the opposite direction from the wind. Some remembered their training and put damp cloths over their faces, which neutralised the gas.

The general population had no such detailed knowledge, however. The first they knew was the sensation of burning throats and sore eyes, and all they thought of doing was to run away.

Methyl isocyanate, used to produce pesticides, has been stored since production started in 1979 in three underground 15-ton tanks.

Continued on Page 16

## OECD set to dash U.S. hopes in mixed credit talks

By Christian Tyler, Trade Editor, in London

U.S. HOPES of an international agreement to end the price war in trade and project loans to developing countries are likely to be disappointed when officials of the Organisation for Economic Co-operation and Development meet in Paris this week.

The U.S. has indicated that tomorrow's negotiations on the controversial issue of mixed credits (commercial lending softened with aid money) will be a make-or-break affair.

Unless OECD nations agree to check the proliferation of such deals, U.S. officials have said, America will retaliate with large-scale "predatory" trade financing of its own in order to support its capital goods exporters.

Despite the threats, other OECD nations appear reluctant to accept U.S. demands. The chief opposition in Europe comes from France, pioneer of the mixed credit technique. The Japanese and Canadians, however, are said to be almost equally wary of sacrificing what they see as their sovereign right to use soft credits.

The EEC, largely because of the French opposition, has failed to agree a common stance so far. Community finance ministers meet today but are expected to discuss only ways of improving the informal system for reporting mixed-credit contracts won by OECD member countries.

The U.S. wants to outlaw any soft credit in which the aid component is less than half the credit package. At present, the OECD's "gentleman's agreement" on export credits requires a minimum aid element of only 20 per cent.

According to officials, there is probably not even a majority in the OECD in favour of raising the threshold above 25 per cent. So the U.S. will probably be asked to be content with a better reporting system - or more "transparency" - to stop countries cheating.

The OECD guidelines require countries to report in advance mixed credits offers where government aid constitutes between 20 and 25 per cent of the deal. If it is more than 25 per cent, they have only to tell their competitors "promptly".

U.S. negotiators succeeded last year in overcoming French opposition and reforming the separate OECD agreement on interest-rate subsidies for export loans.

Thunder stolen from U.S. stand, Page 4

## BNOC seeks support for reshaped oil pricing mechanism

BY IAN HARGREAVES AND DOMINIC LAWSON IN LONDON

THE BRITISH National Oil Corporation BNOC will this week attempt to reach agreement with its suppliers and customers on the details of its new spot-market-related pricing mechanism.

Meanwhile, Mr Alick Buchanan-Smith, the British Energy Minister, who returned from China at the weekend, is expected to set out the Government's views on the change of direction at BNOC, tomorrow.

Mr Buchanan-Smith, who is due to appear before the House of Commons energy committee, is expected to play down suggestions being made elsewhere in Whitehall the oil industry and in that the time has come for a radical review of BNOC's future.

In arguing that BNOC should be allowed to evolve in response to changing market conditions, the minister will be giving support to the type of pricing mechanism BNOC is now trying to put in place with its suppliers and customers.

The likeliest shape of BNOC's pricing system, designed to replace the current practice of setting official prices in advance each quarter, is a method whereby the nominal price of BNOC oil will be set for each month according to the average spot price during the previous month.

This nominal price will be the actual price paid to producers, who are obliged to sell 51 per cent of their North Sea production to BNOC. It means that the amount paid for a barrel will fall sharply, since spot prices are currently more than a dollar a barrel below BNOC's official price.

The timing of the planned changes remains in doubt, and is

especially dependent on the meeting of Opec ministers in Geneva on December 19.

Officials seem undecided whether to try to implement changes rapidly before the meeting and then allow Opec to react or whether to wait until after the Geneva meeting.

Richard Johns adds: At a meeting in Kuwait at the weekend Opec's committee on differentials decided to recommend that its reference price of \$29 a barrel for Arabian Light crude oil should remain unchanged.

Sheikh Ahmed Zaki Yamani, Saudi Arabian Oil Minister, who heads the committee, said that it had agreed to change differentials between varieties of grades. Its recommendations would be submitted to next week's full conference.

There is a general consensus in the oil industry that lighter oils as well as the Opec reference crude need to be lowered if a stable price structure taking into account current market realities, is to be established.

Instead, the strategy to be proposed by Sheikh Yamani and his colleagues, Dr Mansour bin Jaber of the United Arab Emirates and Mr Fawzi Shakhoul of Libya, will evidently concentrate on raising the price of heavier oils while bringing the higher differentials on lighter varieties down close to \$29.

Delegates at the oil producers' meeting taking place in Kuwait regard the move by BNOC and the British Government to relate North Sea prices to spot market realisations as a grave threat to Opec

BY QUENTIN PEEL IN BRUSSELS

M. JACQUES DELORS, president-elect of the European Commission, has succeeded in allocating all the 'key jobs' in his forthcoming administration without the traditional 'blood-letting' and in reinforcing his own position at the same time.

His line-up of portfolios in the 14-man Commission, which takes over in Brussels in January, puts industrial and economic affairs in West German hands. British nominees will be responsible for transport, the environment and creating a genuine common market in goods and services. External relations and development will be split between Belgian, French and Italian commissioners.

Mr Delors himself will be responsible for monetary policy, which means development of the European Monetary System, a key area for future expansion. However, he has simultaneously managed to find meaningful jobs for almost all the representatives of the smaller states in the 10, with agriculture going to the Netherlands, competition and social affairs to Ireland, regional affairs to Greece, and the EEC budget to Denmark.

The new president has also managed to leave open for himself the option of a reshuffle in a year's time, when the two new commissioners from Spain and one from Portugal are supposed to join the team.

Smooth allocation of jobs in the new Commission has been one of M. Delors's top priorities in recent weeks, as has a more logical and balanced division of portfolios. He seems largely to have achieved both of those.

### European Commission Portfolios

Jacques Delors (Fr), President, monetary affairs, legal services  
Frans Andriessen (Neth), Agriculture and Fisheries  
Claude Cheysson (Fr), North-South relations, Mediterranean policy  
Henning Christopherson (Den), Budget, administration  
Lord Cockfield (UK), Internal market, customs, financial institutions  
Stanley Coten Davies (UK), Environment, consumer protection, nuclear security, forestry, transport  
Willy de Clercq (Bel), External relations, commercial policy  
Carlo Ripa de Meana (It), Institutions, citizens' problems, information, culture  
Nicolas Mesar (Lux), Energy, Euratom, publications  
Karl-Heinz Narjes (Ger), Industry, information technology, R & D  
Lorenzo Natali (It), Development, enlargement  
Alois Pfeiffer (Ger), Economic affairs, employment  
Peter Sutherland (Ire), Competition, social affairs  
Grigoris Varfis (Gr), Regional affairs, parliamentary relations

A key task has been to accommodate M. Claude Cheysson, the outgoing French Foreign Minister. Although Mr Cheysson has been denied his former development portfolio, he has been given responsibility for all North-South relations outside the Lomé agreement and for the development of a more coherent Mediterranean policy.

It remains to be seen how successfully he can work with Mr Willy de Clercq, the outgoing Belgian Finance Minister, who will be responsible for monetary policy.

Continued on Page 16

## Norsk Hydro and Phillips meet as Pickens secures bid funds

BY FAY GJESTER IN OSLO AND WILLIAM HALL IN NEW YORK

NORSK HYDRO, the Norwegian energy group, confirmed yesterday that it had arranged an additional \$800m margin credit with a group of unidentified banks. The new borrowings will be used in conjunction with a \$1bn oil and gas credit, raised earlier this year, to finance Mr Pickens and his two associates, Mr Cyril Wagner and Mr Jack Brown.

Last Tuesday when Mr Pickens and his associates announced their \$60-a-share tender offer for Phillips, the ninth biggest U.S. oil company, they said they intended to purchase between 15m and 23m Phillips shares dependent on financing.

The investor group, which already owns 8.9m Phillips shares, now plans to tender for 23m shares which would increase its stake to about 21 per cent of the company.

Mr David Batchelder, Mesa's new finance chief, was unable to predict on Friday when the tender offer would begin, because of the continued legal manoeuvrings by both sides.

Phillips's shares closed 5% higher at \$33 in heavy trading on Friday. Phillips has a current market capitalisation of \$8.2bn compared with Mr Pickens's Mesa Petroleum, which is capitalised at \$1.4bn.

Mr Batchelder said there was "no particular magic" about the bid for

21 per cent of Phillips. It reflected the amount of money the Pickens group had available. The percentage is, however, similar to the stake Mr Pickens and his group were bidding for in the climax of their six-month battle for control of Gulf Corporation. Mesa and its partners had built up a stake of 13.2 per cent and were bidding for another 8 per cent at \$65 a share when Chevron topped their offer with a friendly \$13.2bn bid at \$80 a share.

Compared with Mr Pickens's earlier battle for Gulf, when he shared the financing burden with several other investors, this time his own company, Mesa Petroleum, is carrying the vast bulk of the financial burden. It is committing itself to providing \$1.8bn to the partnership making the tender offer, while Mr Wagner and Mr Brown are each committing \$100m.

Another difference in the battle for Phillips is that Mr Pickens is no longer advocating that Phillips should spin off a large part of its reserves in the form of a royalty trust from which income would flow direct to shareholders.

The royalty trust concept was an important issue in the Gulf battle but, according to Mr Batchelder, recent changes in U.S. tax laws have eliminated the scheme's attraction.

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## OVERSEAS NEWS

## Sri Lankan soldiers hold 200 in drive against Tamil rebels

BY MERVYN DE SILVA IN COLOMBO

THE Sri Lankan army has launched a large "search and destroy" mission in the north of the island, during a 48-hour curfew, in which more than 200 alleged Tamil separatist guerrillas were arrested in three armed camps along with quantities of ammunition, rifles, bombs and fake army and police uniforms.

The drive came as a special U.S. Presidential envoy, Gen Vernon C. Walters, arrived in Colombo, to confer with the government about the communal violence, which has caused more than 400 deaths in the past three weeks alone.

It seems that the Sri Lankan Government wants a supply of U.S. military equipment to combat the Tamil guerrillas, the more militant of whom want to establish a separate Tamil state in the north of the island.

Mr Ananda Tissa de Alwis,

## Israel in talks to purchase French nuclear reactors

BY DAVID LEMMON IN TEL AVIV

ISRAEL IS in an advanced stage of negotiation with France over the possibility of buying one or two nuclear power stations, though there are still some questions about the project's economic feasibility.

Mr Shimon Peres, the Prime Minister, confirmed this on his return from a state visit to Paris last week. The Premier said that the outstanding issues were not political but technical and financial.

The Israeli leader also said that he had received a commitment that France would not provide nuclear reactors with military potential to Arab countries. In 1981 Israel bombed the nuclear reactor in Baghdad which had been supplied to Iraq by France.

A recent report by the Georgetown University Institute for Strategic Studies said that Israel was producing plutonium for weapons and by the end of the century would have built up a reserve of 100 nuclear bombs. The plutonium, the report said, is being produced at the Israeli nuclear facility at Dimona, which was supplied by France.

An Israeli technical delegation is due to visit France in the near future to continue the discussions on the possible purchase of two nuclear power plants which are already due to be produced in France but which are not required for French domestic needs.

The Israel Electric Corporation is still unsure whether it is worth building nuclear power stations. The final decision will depend on the price of construction and hence of the electricity generated. Preliminary estimates are that the two stations would cost about \$3bn.

Proposals to establish nuclear power stations have been under consideration in Israel since the 1970s. A proposal by the American Westinghouse Corporation fell through because Israel would have had to agree to foreign inspection of the nuclear sites.

Israel has consistently refused to sign the nuclear non-proliferation treaty. The French will not make this a condition of the sale.

## Iraqi jet hits tanker off Kharg Island

By Kathleen Evans in Abu Dhabi

IRAQI STRUCK an Iranian oil tanker for the second time in six days yesterday when its air force hit the BT Investor, a 163,000-ton Bahamas-registered vessel, which was sailing in ballast to pick up a cargo at Kharg Island.

There was no loss of life as a missile penetrated the vessel above the water line and destroyed one of its tanks. The supertanker last night was on its way under its own power to Dubai for repair.

The captain of the stricken vessel sent out a distress signal but said that no assistance was required and that there had been no casualties among the crew of 32. The BT Investor is the 59th confirmed shipping victim in the war between Iraq and Iran so far this year.

Iraq again cautioned all international shipping companies against sending vessels to Iranian ports. "All those who deal with the Iranian regime will have to bear and face the consequences of their attitude," a military spokesman was quoted yesterday by Radio Baghdad.

On Saturday morning a small Kuwaiti vessel was hit by a rocket after being attacked by two Iranian Phantom in the central sector of the Gulf about 70 miles north of Qatar.

The ship's motor was knocked out in the raid. No information was immediately available about the state of the crew of ten.

The attack was evidently a retaliation for the Iranian assault on December 3 on the Cyprus-registered Minotaur, the largest vessel so far crippled in the conflict. It is undergoing repairs in Dubai.

## Lebanese Army troops clash with Druze

By Nora Boustany in Beirut

SHELLING of Christian suburb yesterday injured seven people in recurrent hostilities between Druze militiamen and Lebanese Army soldiers, and highlighted continued Druze opposition to a Government security plan for the Southern Chouf region.

Shells were fired into suburbs of the Christian half of Beirut from the mountain ridge east of the city, wounding seven people, one of them seriously, according to the Voice of Lebanon, mouthpiece of the Phalange Party.

Voice of the Mount Lebanon, representing the Druze community, charged that Druze-held villages facing confrontation lines with the Lebanese Army came under fire.

The battle followed Druze objections to a Government plan for the deployment of some 1,200 soldiers in Iqlim Al-Kharroub, the southern tip of the Chouf Mountains which runs down to a strategic coastal highway.

The envisioned Lebanese Army security plan is aimed at pacifying the Kharroub.

It is also meant to show that the Lebanese Army can hold its ground as a prelude to wider security missions in the south, once the 12,000-man Israeli force withdraws.

## Greens keep power-sharing option alive

BY RUPERT CORNWELL IN HAMBURG

THE "PRAGMATIST" wing of West Germany's radical left-wing Greens succeeded this weekend in keeping alive its party's option of power-sharing with the Social Democrats (SPD) in the wake of forthcoming state elections as well as after the next federal election in early 1987.

Even this most tangible result of the Greens annual congress in Hamburg, was only achieved, however, after a bewildering series of votes, which served to underline how profound and complicated are the differences between the realists and the so-called "fundamentalists" who want as little truck as possible with the established political order.

The amended motion finally approved by the more than 700 delegates amounts to a compromise whose practical effect is to leave the status quo little changed. Such were its ambiguities that both wings of the Greens could afterward claim a victory of sorts.

Carried by a majority of roughly three to two, the motion rules out for the time being any deal at a national level with the Social Democrats, whose standard Green detractors, whom standard Green detractors, hold to be scarcely distinguishable from the centre-right now in power in West Germany.

Local parties, however, will be left to decide whether and how to collaborate with the SPD in regional or city hall administrations, should possible left-wing coalition majorities be thrown up by future election results.

In addition the "pragmatists" succeeded in putting off a final decision on power sharing in central government in Bonn until much closer to the federal vote, just over two years away.

For the pragmatist or real politician, the motion was a well-known members of the parliament like Herr Otto Schily and Herr

Joschka Fischer, the outcome represents a small but important shift towards acceptance by activists of their thesis that the change the Greens desire can only come about through working within the existing system.

Any success was highly qualified by failures elsewhere - not least the fact that the controversial principle of "rotation" (whereby Green MPs must give up their seats half-way through a legislative term in the interests of collegiality) went without serious challenge.

The voting moreover made clear that the uncompromisingly "purist"

slant of the original motion presented by the national executive was much the closest to the true mood of the delegates.

This much was also borne out by the election of six new members of the 11-person executive in accordance with the rotation system.

One to regain his seat, by a triumphant majority, was Herr Rainer Trampert, as fundamentalist as anyone.

The complexion of the reshaped executive remains overwhelmingly tilted against dealings of any kind between the Greens and other, more conventional, parties.

## Italy puts Malta mission on leave

BY GORDON GRIMA IN VALETTA

ITALY HAS put its 52-man military mission in Malta "on leave" while a dispute over future defence and economic aid arrangements continues with Premier Dom Mintoff's Government.

The move is intended to avoid what the Italians see as further pin-pricking incidents with the Malta Government, at least until a possible meeting can be arranged between Sir Bettino Craxi, the Italian Premier, and Mr Mintoff.

Italy and Malta are divided over the defence agreement, signed five years ago, which Malta claims has lapsed.

Mr Mintoff, who has now signed a military accord with Libya, also wants Italy to step up its economic contributions and redress trade imbalances.

Relations deteriorated further last week when Mr Mintoff barred the Italian mission from the armed forces garrison at Luqa, its base since 1980.

Sig Giovanni Spadolini, Italy's Defence Minister, has threat-

ened to pull the mission out of Malta unless Maltese "provocation" came to an immediate stop.

The Maltese Government has denied harassing the 5,000 Italian soldiers in Malta, who at present are helping to erect a \$5m radar station recently donated by Italy.

Dr Carmelo Mifsud Bonnici, Malta's Senior Deputy Premier, yesterday strongly intimated that Malta's row with Italy revolved primarily around the question of trade.

He complained that Italian purchases from Malta this year came up to only M£14m (£24m) as against the M£70m-worth of Maltese imports from Italy.

Italy could best defend Malta by helping it ease its economic problems, he declared.

A treaty between Libya and Malta has been threatened by Mr Mintoff for several years,



Premier Dom Mintoff

## Zimbabwe finance minister likely to head Unctad

BY MICHAEL HOLMAN

DR BERNARD CHIDZERO, Zimbabwe's finance minister, is expected to succeed Mr Gamani Corea of Sri Lanka as head of the United Nations Conference on Trade and Development (UNCTAD).

The announcement is due to be made by Mr Javier Perez de Cuellar, the UN Secretary General, next week.

The move comes at a time of increasing criticism by developed countries, led by the U.S., of UNCTAD's performance.

Established in 1964, it has provided the leading forum for discussion between the developed and developing countries of trade and related issues. Although a succession of major conferences under its auspices have taken place, the last in Belgrade in 1983, little progress has been made in meeting Third World calls for reform.

At the same time, the U.S. in particular has displayed impatience with the body, arguing that it is often biased and impractical in its proposals. Significantly, the U.S. as well as most Third World countries, is understood to have supported Dr Chidzero's candidacy.

A graduate of Ottawa and McGill universities and a senior UNCTAD official from 1968 until 1980, he won a reputation as a moderate and pragmatic Finance Minister in Zimbabwe's socialist Government.

An UNCTAD spokesman confirmed that there would be an announcement in New York next Tuesday by Mr Perez de Cuellar. "He is close to a decision regarding Mr Corea's successor," the spokesman said, but would not confirm that Dr Chidzero was the candidate.

He is nevertheless widely expected to take up the post from the summer of 1985.

## U.S. airline is grounded

BY TERRY DOOSWORTH IN NEW YORK

THE U.S. air safety authorities grounded yet another small commuter airline over the weekend, alleging safety violations.

The action against American Central, a Mid-Western line based in Waterloo, Iowa, was taken only 48 hours after a fatal crash by an aircraft run by another commuter carrier, Provincetown-Boston Airline.

Provincetown's aircraft were also grounded recently, but the airline had been allowed to resume operations by the Federal Aviation Administration.

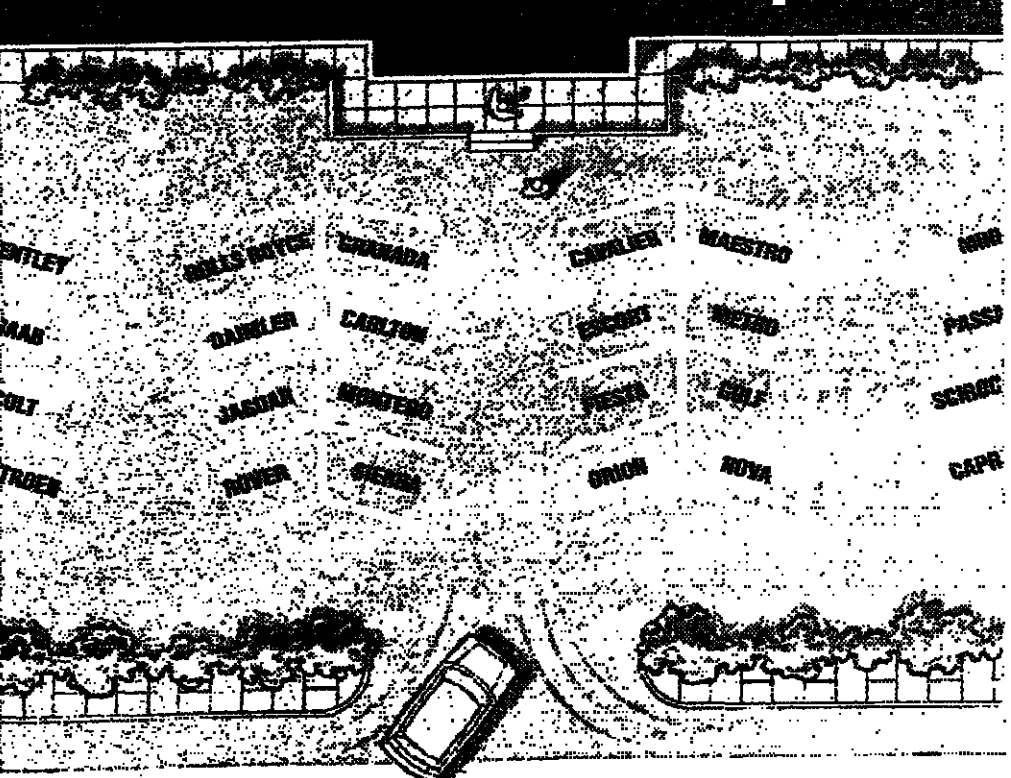
Concern over safety on U.S. airlines has gathered pace over the past two years. In February, Mrs Elizabeth Dole, Transportation Secretary, launched an intensive safety inspection of the industry, which has since been followed up by more specific individual investigations.

American Central, which operates a fleet of about 20 aircraft to 23 cities in the Mid-West, including Chicago, has been charged with about 30 safety violations and will be grounded indefinitely.

The crash of one of Provincetown-Boston's fleet of Brazilian-made Embraer, Bandeirante aircraft killed 11 passengers and two crew-members.

The company has removed all its Bandeirante fleet from service for more detailed inspection.

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## WORLD TRADE NEWS

## Thunder stolen from U.S. mixed credit stand

BY NANCY DUNNE IN WASHINGTON

THANKS TO Mr David Stockman, the U.S. budget director, the U.S. Export-Import Bank is riding towards a showdown on mixed credits this week in Paris like a gunslinger with wet ammunition.

All year long the Bank has been under increasing pressure from Congress and the business community to offer more financing with the lure of low-cost aid money attached. Instead, the Exim bank has worked for an agreement within the Organisation for Economic Co-operation and Development (OECD) for limits on the use of mixed credits.

But settlement has been blocked by France, with some backing from Italy, and Eximbank directors are now going into the OECD meeting armed with a reported recommendation from a Presidential committee for the establishment of a \$500m to \$1bn "war chest" to be used to support low cost backing for U.S. exports if negotiations fail.

Last Thursday it was learned, however, that Mr Stockman had recommended a cut-off of the Exim bank's direct loan financing in fiscal 1985. This kind of budget slashing would severely limit or annul the Bank's ability to counter "predatory" mixed credits.

While Congress, backed by business, is sure to resist the direct loan cut-off, the proposal still leaves Mr William Draper, the Eximbank chairman, fighting to raise the concessional aid

component in mixed credit packages to at least 50 per cent with one hand tied behind his back. Since 1983, when Congress ordered the Bank and the Agency for International Development (AID) to set up a mixed credits programme, both agencies, with their eyes on their budgets, moved slowly in the hope that a negotiated settlement within the OECD on limiting the use of mixed credits would make action unnecessary. Finally forced to act, Exim produced several concessional financing offers, mostly to counter French bids, and the two agencies together put in a mixed credits bid in support of a General Electric sale of locomotives to Botswana.

To say that these offers were reluctant is an understatement.

In announcing an availability of concessional credit for a telecommunications project in Cyprus, Mr Draper blasted the French use of foreign aid funds in a competing bid as "a gross distortion of both trade and aid."

"Our action is defensive," he said. "We intend to give the American company a fair chance to compete on the traditional market factors of price and performance."

He likened the French use of aid funds for the sale of a satellite communications earth station to "using famine relief funds to buy Paté de foie gras and champagne."

Mr Draper and other Eximbank officials argue that mixed credits are robbing development projects and poor coun-

tries of badly needed funds. "Peer pressure," forces the Western democracies to budget funds for development, says Mr Draper. "But they don't mind reaching into the aid barrel for their own job support programmes."

Meanwhile, the Bank has been under attack from U.S. industry for not matching mixed credit offers around the world. Two surveys conducted this year—by the National Association of Manufacturers (NAM) and the Coalition for Employment Through Exports (CETE)—concluded that U.S. firms are seeking financing through their overseas subsidiaries rather than through the Eximbank.

The CETE study of over 20 U.S. companies identified 28 separate projects, worth \$7bn,

not taken to the Bank for assistance because of the widespread belief that financing to match competing foreign mixed credit offers was either unavailable or uncompetitive.

Mr Robert Cornell, deputy assistant treasury secretary, said Administration officials are "reaching the end of our rope" on mixed credits. However, Congress must act, he added, if the U.S. is to retaliate.

Congress does, in fact, seem prepared to act. The Senate Banking Committee is planning hearings next month to compare the Eximbank's competitiveness with foreign financing facilities, and legislators, concerned about the anticipated \$130bn U.S. trade deficit, seem willing to finance a mixed credit war, despite budget constraints.

The Eximbank, stung by industry criticism when its charter came up for renewal in 1983, has moved on many fronts to increase its competitiveness. It is pushing its support for small exporters, expanding lending, and offering new guarantees.

Preliminary figures for fiscal 1984 indicate a sharp increase in direct lending to \$1.47bn. It would need \$3.85bn to fight a mixed credit battle in fiscal 1985.

"Eximbank has improved in a lot of ways," says Mr Willard Berry, executive director of CETE. "The tragedy of the Bank is that, increasingly, mixed credits are making a lot of its activity irrelevant."

## CAAC seeks training pact with Cathay

By David Dodwell in Hong Kong

CAAC, Communist China's national airline, plans to open talks early next year with Cathay Pacific, Hong Kong's flag carrier, on the training of cabin staff, on the flight servicing, a CAAC official said in Peking at the weekend.

The statement comes just a month after Peking announced a radical reorganisation of its civil aviation system, aimed at eliminating a notorious reputation for inefficiency, mismanagement and red tape. This will involve breaking up the Civil Aviation Administration of China into five independent airline companies.

Li Shufan, director of the Department of International Affairs in Peking, said on Saturday that CAAC was keen to co-operate with Cathay Pacific. He commented that the imminent signing of the Sino-British joint declaration on Hong Kong, under which China will regain sovereignty of the territory after 1997, "cleared away a lot of problems."

Speculation that CAAC was negotiating to buy up to 50 per cent of Cathay Pacific, which emerged during the last stages of negotiation of the Sino-British agreement, aroused serious concern in Hong Kong in September. Swire Pacific, the British group which controls Cathay, insists that no such negotiations have taken place.

## Whitehall demands threaten £20bn Norwegian gas deal

BY DOMINIC LAWSON IN LONDON

NORWAY is threatening to abandon plans to sell gas worth £20bn (\$24bn) to the UK from the North Sea's Sleipner field, by the end of the year, the British Government does not state its intention to buy the gas.

Meetings to be held over the next two weeks will involve representatives of the two countries, and negotiations from the British Gas Corporation and Statoil, the Norwegian state oil company which operates the field.

British Gas and Statoil agreed an amended commercial deal after the UK Government asked for changes to be made to the original. The gas will now cost \$40.10 per million British Thermal Units (BTUs). Peak supply of Sleipner gas in the late 1980s will be 32bn cubic metres, not the 30bn to 42bn called for in the original draft contract.

Statoil has also agreed with British Gas that the dry gas pipeline be 40 inches in diameter, so that additional linked supplies from future northerly UK gas fields can be accommodated.

Final ratification of the deal, which will be the largest single UK foreign trade deal — is being delayed because of its unique features. The countertrade is attractive to Iraq since it will have a market for some of its oil at official market prices in exchange for 100,000 medium-sized passenger cars. VW do Brazil will increase its car exports and Petrobras will buy petroleum at the official market price calculated in dollars, but will pay VW do Brasil in cruzeiros. Petrobras will thereby save foreign exchange.

The contract is expected to run for two years.

VW is also participating in another counter-trade agreement between Nigeria and Coria, a leading Brazilian trading company. The contract, on a government to government basis, calls for the exchange of \$700m in Brazilian products for Nigerian crude oil, amounting to 40,000 barrels a day.

VW expects to export 50,000 passenger cars valued at \$200m to Nigeria next year under this agreement. The trade transaction will go through a clearing account in the New York branch of the Banco do Brasil.

## Brazilian car maker close to \$630m deal with Iraq

BY ANN CHARTERS IN SAO PAULO

VOLKSWAGEN do Brasil is close to completing a complicated \$630m triangular counter-trade agreement with Iraq which includes the sale of passenger cars in return for petroleum to sell to Petrobras, Brazil's state oil company.

In order to reach agreement, the Brazilian car manufacturer has agreed to transport by land 25,000 barrels of oil a day from Iraqi oilfields to the Jordanian port of Aqaba where it will be stored in a floating terminal until it is sold to Petrobras.

Sr Wolfgang Sauer, the president of Volkswagen in Brazil, said at the weekend that the company is negotiating with the Jordanian Government for permission to install the oil storage terminal.

Volkswagen plans to open bids on a sub-contract for the transport of the oil as well as the installation of the oil terminal. Several companies specialised in the field have discussed the project.

Negotiations have been drawn out because of the number of companies and governments involved. VW expects the deal to go

## U.S. inquiry into Swedish computer sale to Czechs

BY DAVID BROWN IN STOCKHOLM

ASEA, the Swedish electrical engineering and electronics group, is under investigation by U.S. trade authorities for suspected circumvention of American high technology export restrictions.

This is the latest in a number of cases involving Swedish companies which have attracted attention in connection with U.S. embargoes on the export of high technology goods to Eastern Bloc nations.

Asea confirmed last week that it signed a contract in the early 1980s to provide equipment for a Czechoslovak steel factory.

The deal included delivery of three U.S. Digital Equipment PDP-11 computers, but with the proviso that they would not be shipped if they ran afoul of U.S. high technology embargoes.

Asea ordered the computers on their receipt the company was told they were subject to U.S. restrictions and that no U.S. export licences would be provided.

Because they could not be included in the deal, Asea then sold the computers to the Swedish Suntron Company. According to Swedish Customs and Police Inspectors, the computers were subsequently shipped to Czechoslovakia with the help of a former Asea official.

The official is now the target of a criminal investigation for tax fraud in a related case, says the Stockholm Prosecutor's office.

Asea is circumspect about how the case came to the attention of the U.S. authorities. But both Asea in Stockholm and a U.S. Commerce Department official in Washington confirmed that an investigation is under way.

## SHIPPING REPORT

## Gulf activity slows again

BY ANDREW FISHER, SHIPPING CORRESPONDENT

THE ATTACK on the Minotaur in the Gulf last week as she was proceeding to Iran's Kharg Island terminal dampened the willingness of shipowners to venture too far in the region. So, while the previous week had seen an increase in big tankers going into the Gulf, last week's activity was limited.

The attack on the Minotaur, a ULCV (Ultra Large Crude Carrier) of 388,000 dead weight tons, was the first incident arising out of the Iran-Iraq war to affect shipping since mid-October.

Galbraith's said the only significant fixture from the southern Gulf terminal was the 268,000 dwt Furiose, a Japanese ship which was chartered to take a part cargo of 227,000 tons to Taiwan at worldwide 27¢.

Tanker activity was lower in general during the week. Rates from West Africa showed a drop, though there was a fair amount of inquiry. French charterers took a 78,000 ton cargo at worldwide 55¢ against the worldwide 57¢ paid from Spain a week before for 100,000 tons.

Dry cargo markets saw further Soviet and Chinese fixing of ships for grain imports.

The Russians are now estimated to have taken more than 200 ships since July.

Despite recent healthier trends in the grain, iron ore and coal trades, British Shipson Spence and Young advised to the present and future oversupply of tonnage.

## WORLD ECONOMIC INDICATORS

FOREIGN EXCHANGE RESERVES (U.S.\$m)				
	Oct. '84	Sept. '84	Aug. '84	Oct. '83
U.S.	6,217	6,036	6,190	6,952
Japan	21,712	21,436	21,246	20,444
W. Germany	35,554	35,722	36,416	36,279
U.K.	4,778	4,621	4,599	4,567
Italy	18,746	18,389	19,835	17,747
Netherlands	8,721	8,153	8,417	8,730
Belgium	3,905	3,692	3,358	3,937
France	26,278	26,215	26,050	26,681

Source: IMF

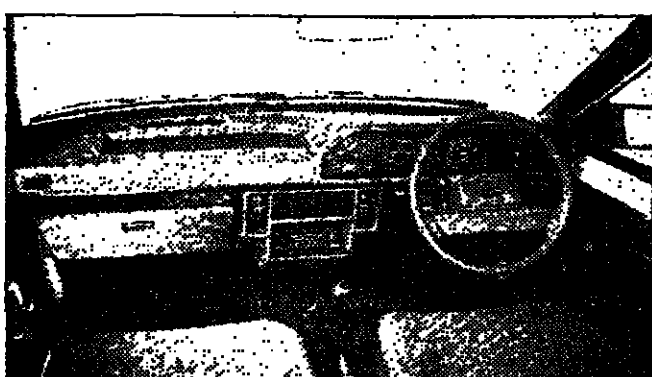
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The driver gets plenty of attention too, with the comfort, equipment and handling usually reserved for passenger cars. Handling brought about by the benefits of front wheel drive. As for economy, the Austin skill at delivering more miles per gallon produces

car-like figures. The 500 kg delivers 45 mpg at 56mph and offers the added attraction of being able to run on 2 star fuel with the low compression engine option. And the 700 kg version sharing the 1.3 litre power unit boasts impressive economy too.

## WHAT ABOUT PRICE?

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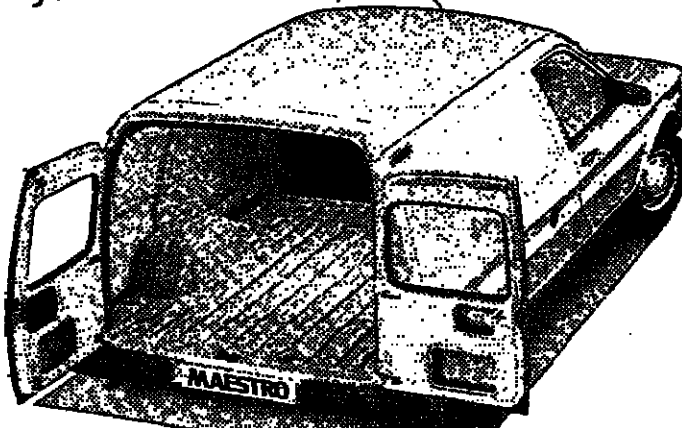
Being truly purpose built, the Austin Maestro Van is better, right down to the last detail. Details like those heavy steel bumpers and securely recessed headlamps, like the payload doors opening through 180°, and closing with slam locks. A large flat payload floor with recessed anchor points and flat-top wheel arches.

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thanks to its unique configuration, solid design and sophisticated engineering, influencing many commercial applications and major scientific programmes. Our other space products, however, such as SPACELAB, SPAS and TV-SAT, should also be noticed in this context. One of the secrets of our consistent success: missions must first be proven on earth before they can be successful in space.

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\*AU = Astronomical Unit (1 AU is the distance from the sun to the earth, approx. 150 million km.)

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## UK NEWS

## DEFENCE DEAL GIVES GROUP ITS LARGEST SINGLE CONTRACT

## Thorn EMI wins £85m order

BY LYNTON MCCLAIN

THORN EMI Electronics, defence systems division, has won an £85m order from the Ministry of Defence (MoD) to start quantity production of the company's electronic multi-role artillery fuze for the British army.

The multi-role fuze is a new type of artillery device. It can be programmed electronically before a shell is fired to either detonate on impact or in the air at three different heights over the target. The fuze is also resistant to electronic warfare by an enemy that can cause shells to explode prematurely.

It is the biggest single order secured by any company in the Thorn EMI group. It is also the biggest single contract ever placed by the MoD for weapon fuzes and will give Thorn work for four years, with the possibility of follow-on orders, as the army standardises on the new L116 multi-role fuze.

The army contract for shell fuzes brings to £101m the value of work on weapon fuzes won by the company this year. That compares with the total turnover of £267m for the electronics company in the year to the end of March, out of a Thorn EMI group sales of £2.6bn.

The contract highlights Thorn EMI Electronics as the leading private-sector manufacturer of weapon fuzes in the UK, rivalled in Europe mainly by Thomson-CSF, the French state-owned defence electronics company.

Royal Ordnance factories in Britain - the state-owned munitions works - also make fuzes. Those factories, which are soon to be privatised, worked in collaboration with Thorn EMI on the design and development of the electronic multi-role fuze for the army.

Production of the fuze is to be divided between the Thorn EMI

Electronics factory at Hayes, west of London, and at the Royal Ordnance factory at Blackburn, in Lancashire.

Other arms production contracts won by Thorn this year include the £4m order to supply the proximity fuze for British Aerospace's Alamo anti-radiation missile.

The company is also to design the fuze for the tactical guidance warhead for the multi-launch rocket system project, under a £15m initial contract announced by the U.S. Army at the end of November.

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## Thatcher faces unrest among Tory members

By Peter Riddell, Political Editor

THE GOVERNMENT faces further unrest this week among Conservative MPs over a series of controversial measures.

Protests are likely over the rate support grant settlement for 1985-86, the EEC budget, the extension of Stansted airport in Essex and the future government of London.

In addition, Tory backbenchers have been co-ordinating their opposition to various tax-raising proposals, such as the extension of value added tax and the taxing of pensions, which Mr Nigel Lawson, the Chancellor of the Exchequer, is considering including in the spring budget.

Some ministers are worried that, following last week's change of policy over student grants and fees, these pressures may limit the Government's freedom to cut public spending and to extend the tax net. There is also growing backbench pressure for additional public capital investment rather than tax cuts.

Mrs Thatcher will attempt to reassure doubters and restate the Government's strategy when she attends the 1822 committee of backbenchers on Thursday evening.

Her remarks will come a few hours before the result of the by-election at Southgate in north London.

A Harris opinion poll in yesterday's Observer put the Tories well ahead at 52 per cent.

## Senior union leaders to press for coal peace initiative

BY JOHN LLOYD, INDUSTRIAL EDITOR

SENIOR TRADES Union Congress (TUC) leaders are this week set to propose that they meet the Government as soon as possible to press for a resumption of talks aimed at settling the nine-month-old miners' dispute.

The seven union leaders who form the liaison committee with the leadership of the National Union of Mineworkers (NUM) will meet earlier this week - possibly today or tomorrow - to agree a strategy to be recommended to the finance and general purposes committee (the TUC inner cabinet) either at a special meeting later this week or at its routine meeting a week today.

They are likely to press ahead with an urgent request to meet either Mr Peter Walker, the Energy Secretary, or the Prime Minister or both - whether or not the NUM leaders show any sign that they are prepared to be more flexible over the issue of the closure of uneconomic pits than they have until now.

A number of the TUC leaders believe that they should be seen to be taking an independent, middle-of-the-road position calling for compromises from both sides. However, others believe that the NUM showed in the meeting it had with the TUC seven, last Thursday, that they were prepared to shift from a policy of absolute opposition to economic closure.

It is recognised that if the TUC does approach the Government, the first question will be - has the NUM shifted its position?

Mr Ian MacGregor, the NCB chairman, has continually stressed - most recently in a letter to Mr Stan Orme, Labour's energy spokesman, last week - that only a clear sign from the NUM that it is willing to negotiate on the basis of the settlement achieved between the NCB and the pit deputies union Nacods will suffice for a re-opening of talks.

Fear of a rebuff from the Government, however, is now less pronounced among the union leaders than the urgent realisation that there are only 14 negotiating days left to Christmas, and that some form of initiative should be got off the ground before then.

## Pits 'need to cut 20,000 jobs'

BY MAX WILKINSON, ECONOMICS CORRESPONDENT

THE COAL mining industry would need to shed about 20,000 of the present 180,000 mineworkers' jobs to become profitable, the London Business School says in a paper published today.

Dr Bill Robinson, of the school's Centre for Economic Forecasting, emphasises, however, that profitable employment in future depends crucially on how miners' wages move relative to the price of coal.

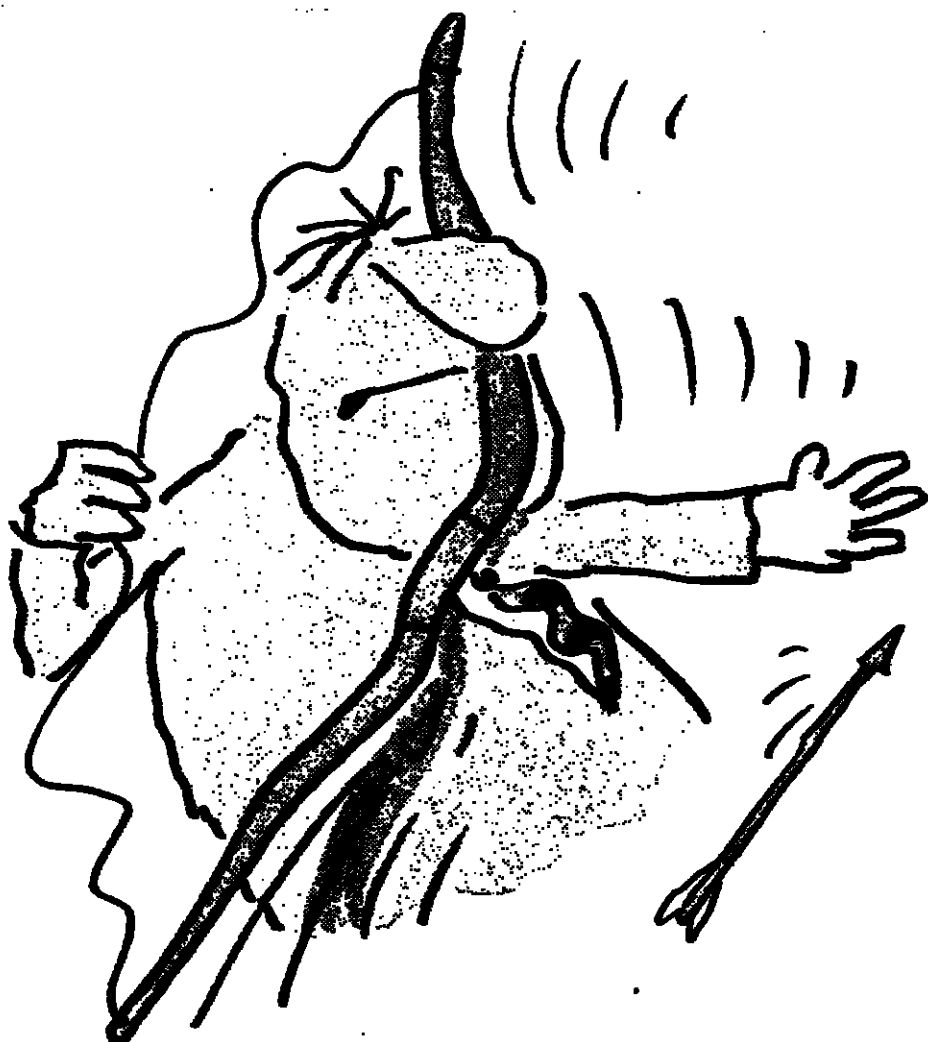
On some assumptions, with a 10 per cent rise in both coal prices and productivity, the National Coal Board (NCB) would be able to keep open all present pits without incurring overall losses.

At the other extreme, however, with a 10 per cent fall in both coal prices and productivity, employment in the industry would have to fall by 40 per cent to enable the industry as a whole to break even.

If the NCB were to insist that every pit should be profitable, it would be able to employ only 60,000 men at current wage and price levels, Dr Robinson estimates. Even under his most favourable assumptions about the movement of costs and productivity, the NCB would be able to employ only about half its present workforce if every pit were required to make a profit.

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## UK NEWS

## Thatcher keener on plan for cross-Channel link

BY PETER RIDDELL, POLITICAL EDITOR

MRS MARGARET THATCHER, the Prime Minister, has become more personally enthusiastic about the proposed cross-Channel link, but the Government has still to be convinced about the commercial viability of the project before giving its approval.

An Anglo-French working party was set up last month to report by next spring on the financial and technical requirements which schemes will be expected to satisfy.

A significant recent development is that Mrs Thatcher has been persuaded to back the project after what is described as a "sea change"

in her attitude. This was reflected in the talks she had with President François Mitterrand during her visit to France 10 days ago.

The British Government, like the French, will only provide assurances about the political framework to allow a scheme to go ahead and will not give financial guarantees. Hence any tunnel, bridge or combination of these, must be financed entirely from the private sector, although the two governments may have to pay for connecting road and rail links at both ends.

A series of different schemes has been put forward, and even after

the Anglo-French working party has reported on the legal and technical problems, the two governments will not make a choice until they are satisfied that the necessary private sector financial backing is available.

A treaty between Britain and France is likely to be necessary at some stage as a political guarantee.

An accord was signed in London last Thursday between a consortium of British and French bankers and industrialists known as Euro-route, which has proposed a combination of a motorway and rail link with a bridge and a tunnel.

## Price of PVC will rise by up to 15%

POLYVINYL Chloride (PVC) made by Imperial Chemical Industries (ICI) is to go up in price by 12 to 15 per cent next month in an attempt to reverse an erosion of commodity petrochemicals prices in recent months.

After a strong recovery late last year and early this year, commodity petrochemical prices have been slipping in Europe, leading many analysts to believe that another damaging price war has broken out.

The reasons for the price weakness are believed to be the over capacity of chemical production facilities and the arrival of new competition in the sector from Saudi Arabia's petrochemical plants. Saudi Arabia, however, does not make PVC.

ICI said yesterday that it was "concerned by the instability and erosion of prices." It said the new levels for PVC, of £470 a tonne, would take prices back to the levels of early summer. PVC prices peaked at £500 in March. ICI estimates that European over-capacity in PVC is about 30 per cent.

A £7.5m joint EEC-Welsh Office aid scheme to help small businesses set up and/or expand in steel closure areas of Wales was announced by Mr Nicholas Edwards, Welsh Secretary of State, at the weekend.

The scheme forms part of a £100m special aid programme from the European Regional Development Fund and the Government towards tackling the effects of decline in UK steel shipbuilding and textile areas.

DIETARY trends away from eating red meat in the UK appear to be accelerating. The Ministry of Agriculture's latest food survey shows that in the third quarter of this year consumption of red carcase meat was 8 per cent down on the same period last year. Consumption of poultry, however, was 9 per cent higher.

WESTLAND, the UK helicopter manufacturer, has joined British Aerospace and Sea Containers to offer merchants ships the ability to use helicopters at sea.

The aim is to convert part of the deck of any merchant ship to enable a helicopter to land and take off, either while the ship is in dock, or at sea, for both civil and military purposes.

## Pearson joins contributors to Alliance parties

By Peter Riddell, Political Editor

S. PEARSON, the industrial, banking and publishing group that owns the Financial Times, has decided to make contributions to the Alliance formed by the Social Democratic Party (SDP) and the Liberals, in addition to its support for the Conservative Party.

The decision highlights a growing trend among large British public companies to make small donations to the Alliance parties, alongside larger contributions to the Tories.

Pearson will contribute £10,000 in total to the Alliance, to be split equally between the SDP and the Liberals. This is at the upper end of corporate donations to the parties.

The group will also continue to back the Conservatives on a substantial scale; last year it donated £20,000 to them.

Other corporate donors to the Alliance in the last two years include Commercial Union, General Accident and Norwich Union in the insurance sector, as well as Tate and Lyle, John Swire and Morgan Crucible. All have also given to the Tories on a larger scale.

The Pearson move also comes as both the SDP and the Liberals are intensifying their attempts at fundraising from the corporate sector. They have argued that Labour's current problems mean that the Alliance is the only alternative to the Tories acceptable to the business community.

## Jaguar discounts under fair trading scrutiny

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

THE OFFICE of Fair Trading (OFT) is looking into complaints that Jaguar is limiting the discounts dealers may give on its luxury cars.

This would contravene the terms of the Resale Prices Act, 1976, which permits manufacturers to recommend retail prices but not to fix them.

Jaguar yesterday insisted it was doing nothing of the sort, but made it clear that it welcomed the news that its dealers were resisting pressure to give large discounts at a time when demand was very high.

Since Jaguar was returned to the private sector by its state-owned former parent BL, large fleet cus-

tomers have not apparently been able to obtain the big discounts on cars they had been accustomed to.

There have been suggestions that dealers who offered discounts of more than 10 per cent have been "punished" by Jaguar by having their allocation of cars cut.

Jaguar says, however: "It is totally untrue that we have a penal policy operating between ourselves and our dealers. But we see no reason for discounting a range of luxury cars which are very competitively priced and for which there is a growing demand."

Jaguar sales in the UK rose in the first nine months of this year by 9 per cent.

## Lower sales at Volvo

BY OUR MOTOR INDUSTRY CORRESPONDENT

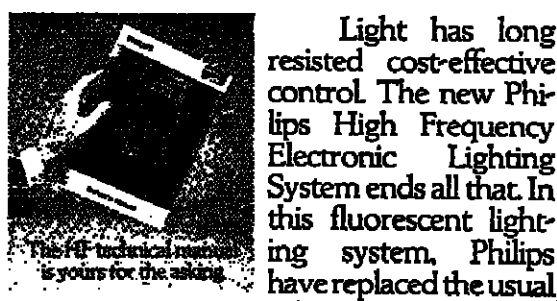
VOLVO CONCESSIONAIRES, the Lex Service group subsidiary that imports Volvo cars to Britain, chose to accept a drop in volume sales this year rather than become embroiled in a price discount war, according to Mr Peter Turnbull, its chief executive.

The drop in volume, from 61,500 cars in 1983 to an estimated 59,500 this year, would have only a marginal effect on profit, he added. In 1983 the company recorded a net profit of £13.6m on sales of

£314.4m, up from £10m on sales of £246.23m the previous year.

He forecast that in 1985 Volvo car sales would reach about 61,000. "While UK prices remain higher than average, and the six major European countries continue to fight for European market domination, the UK will remain a major battleground," he said.

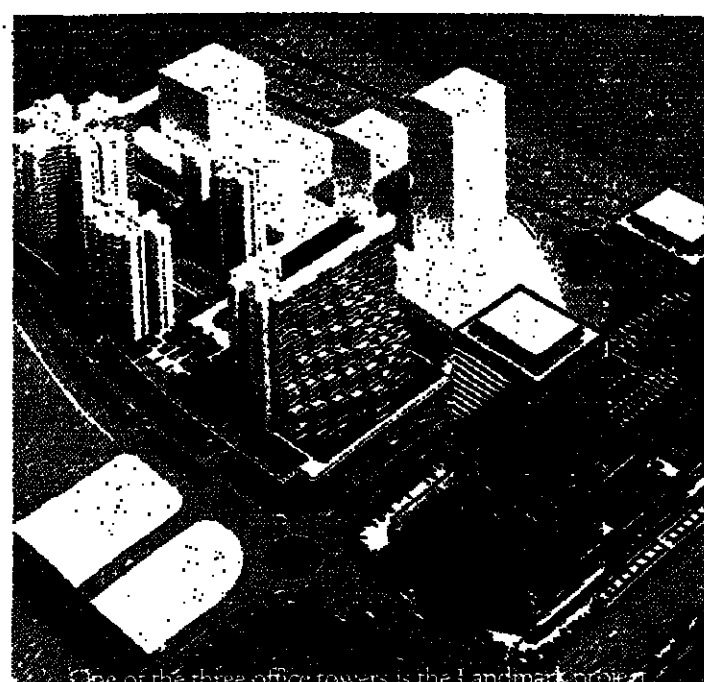
Next year the company will start what it claims is the first bonus scheme for dealers based entirely on "customer care" standards rather than on the sale of cars.



Philips HF technical system is yours for the asking

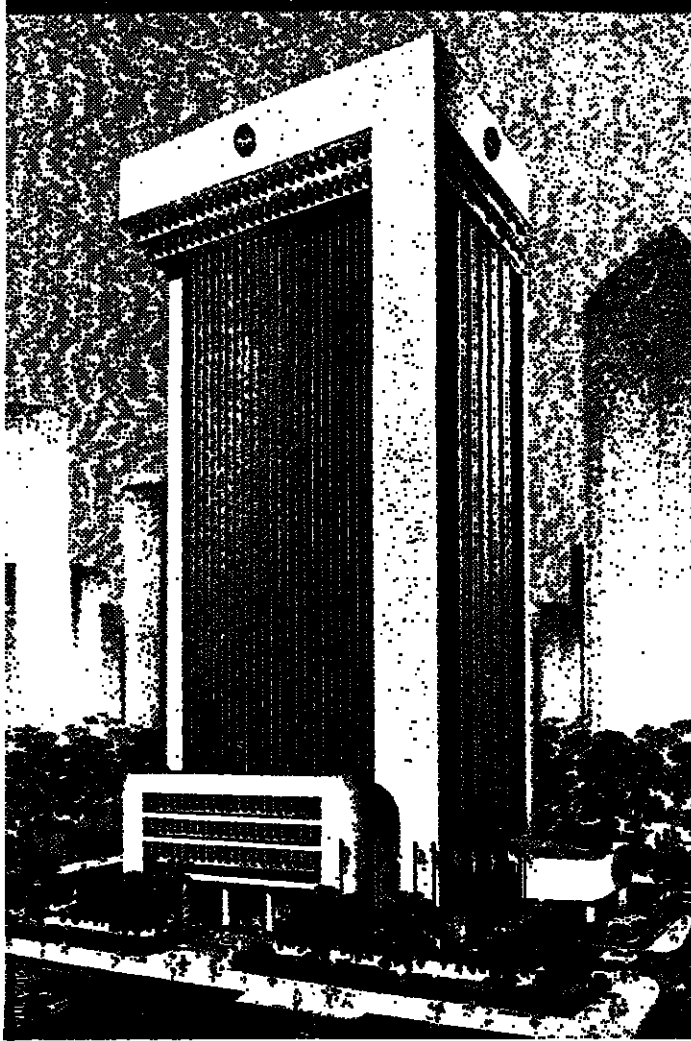
Light has long resisted cost-effective control. The new Philips High Frequency Electronic Lighting System ends all that. In this fluorescent lighting system, Philips have replaced the usual energy-draining ballast with an electronic circuit... with remarkable results. The Philips HF system slices through costs like a knife. Because it gives the same light for less watts.

In Jakarta, Indonesia, three high-rise office towers will have a required light level of 500 lux average. Using conventional fluorescent lighting, the energy consumption would have been 20W per sq m. The Philips HF lighting will produce the same light level with



One of the three office towers is the Landmark project

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only 10 watts per sq m. The cost-savings from both lighting and air-conditioning/cooling (HF circuits generate less heat) will pay for this installation within two years.

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For more information about Philips HF lighting, write to us on your business note paper, indicating areas of interest. Philips International B.V., Marketing Services Lighting Division (EC2), 5600 MD Eindhoven, The Netherlands.

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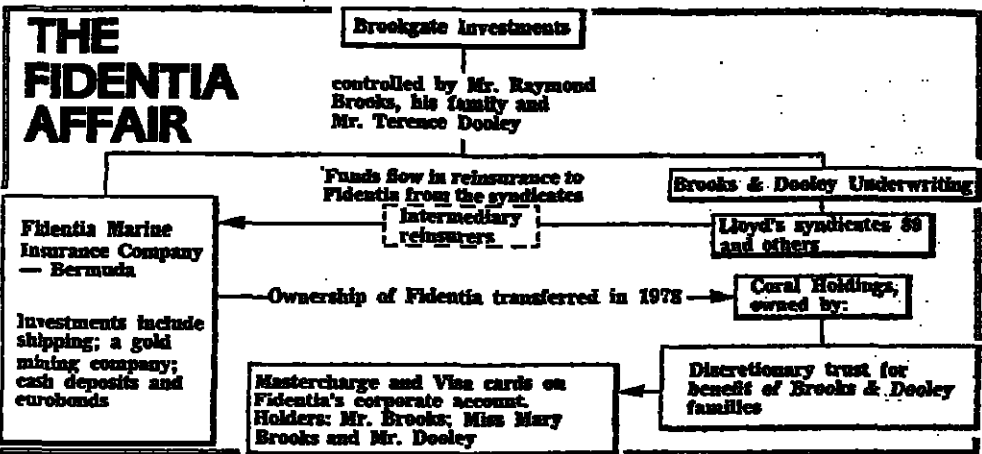


## UK NEWS

London insurance market studies Fidentia findings

## A test case for Lloyd's

BY JOHN MOORE, CITY CORRESPONDENT



THIS MORNING the 27 members of the ruling council of Lloyd's, the London insurance market, are meeting to consider the findings of a disciplinary committee, and its recommendations, on what has become known in the Lloyd's community as "the Fidentia affair."

For Lloyd's, the matter represents an important test case which could have extensive ramifications for the market and the way it functions. Already, the Fidentia affair has caused fierce argument within the Lloyd's community.

The case was one of a number of serious troubles which hit Lloyd's towards the end of 1982 involving allegations about the way working insurance underwriters used reinsurance companies that they owned.

Since the end of 1982 Lloyd's has been investigating a number of cases where it has been alleged by those having access to the Lloyd's market that money has been improperly diverted by the working underwriters from the funds belonging to the underwriting members of Lloyd's for whom they act.

It has been alleged in a series of cases that money has been channelled from the underwriting members' funds to offshore reinsurance companies owned by the working underwriters for the professional underwriters' personal benefit.

After allegations made in the Lloyd's market, the Lloyd's authorities commissioned an internal investigation by Mr Anthony Colman QC and Mr Stephen Bailey, an accountant with Arthur Andersen, in the relationship of Mr Raymond Brooks and Mr Terence Dooley, who were both managers of eight Lloyd's insurance syndicates, with the Fidentia Marine Insurance Company of Bermuda. This was a company in which Mr Brooks and Mr Dooley were the main shareholders.

The story of the Fidentia affair is detailed in a 231-page report prepared by the investigators. They observed that Mr Raymond Brooks set up a master company in July 1970, called Brookgate Investments, as part of a plan to form a group of companies including an offshore insurance company, an insurance broking agency, and a Lloyd's underwriting syndicates within Lloyd's.

Fidentia Marine Insurance Company was set up by Mr Brooks in the same year primarily to accept business in the form of reinsurance from the Lloyd's insurance syndicates which he managed.

The investigators comment in their report: "The formation of Fidentia was not in breach of any Lloyd's regulation or requirement... at this time the dangers of conflicts of interest were not generally appreciated at Lloyd's."

Between 1970 and 1981 about 75 per cent of Fidentia's premium income derived from business emanating from the Brook's syndicates at Lloyd's.

Over the 13-year period until June 30 1983, according to the investigators, Fidentia could have obtained investment earnings of £8.1m on the business channelled to it by Mr Brooks and his interests.

After allowing for underwriting losses of £1.9m there was a net benefit of £6.2m.

The report concluded that reinsurance contracts had been arranged by Mr Brooks and Mr Dooley in a way which would provide financial benefit to Fidentia at the expense of the Lloyd's insurance syndicates which they looked after.

The report details how Mr Brooks apparently disposed of Fidentia in 1978, but in fact retained a direct interest in the company in a scheme devised to remove Fidentia from Mr Brooks' holding company Brookgate Investments.

The ownership was placed with a Bermudian holding company - Coral Holdings - which in turn was owned by a Bermudian discretionary trust.

The intended purpose of the trust was to enable the Brooks and Dooley families to get the benefit tax free of UK tax of the increased capital value of Fidentia and its profits.

Members of the two families, including Mr Brooks, Mr Dooley, and Mr Brooks' daughter (Miss Mary Brooks) in particular were discretionary objects under the trust, the report says.

Mr Brooks, Mr Dooley and Miss Brooks "held two credit cards each on Fidentia's accounts on which they drew at will and were in effect thereby able to bestow upon themselves gifts under the discretionary trust. Total gifts disclosed to us", say the investigators, were "some \$135,000."

Miss Brooks, who said in evidence that she did not know about the trust until the end of 1982 and has not been a party to the central allegations or involved in the disciplinary charges, only used the cards (Mastercharge and Visa) for large items of expenditure such as holidays and had spent \$34,223.18. The report says that it was like "a deal from Father Christmas."

Mr Dooley had spent \$70,000.64 on personal expenditure as distinct from Fidentia expenses. The investigators observed in their questioning of him that he had spent a lot for "a man in the street." According to the report he had replied that "He was not 'a man in the street'."

What has worried the inspectors carrying out the investigation at Lloyd's is that Mr Brooks and Mr Dooley had been less than frank about the transfer of ownership of Fidentia to Coral Holdings and the rather limited disclosures made to the underwriting members of their syndicates, which had omitted to reveal the large investment profits.

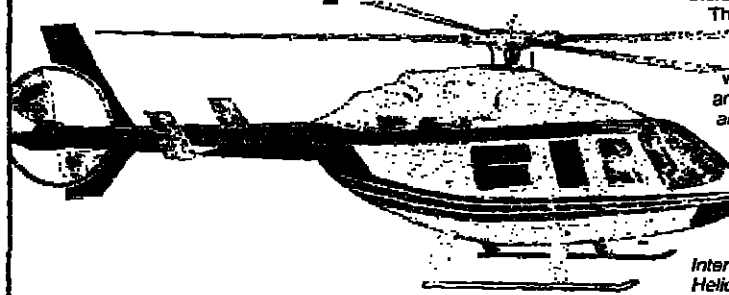
But there are wider issues at stake in the Fidentia matter which could inhibit Lloyd's in the way it performs its disciplinary functions. The Fidentia inspectors observed: "We doubt whether until the last few months more than a handful of those in the market have appreciated that there might be anything remotely wrong in an active underwriter effecting reinsurance of his syndicates with a reinsurance company in which he or those who employed him had an interest."

The inspectors added: "The reality has to be faced that if Mr Brooks and Mr Dooley are to be charged with misconduct even of the least serious kind referred to in the by-laws merely because they had in operation a reinsurance company with which they effected reinsurance of their syndicates and thereby engendered incidental profits, they will be penalised for doing something which we believe for most of the period under investigation would not have been regarded as any kind of misconduct by most of the working members of Lloyd's."

Because conflicts of interest can and do exist in the relationship between syndicates' underwriters and reinsurance companies which they control, the Fidentia investigators said in December 1983 "that as soon as possible Lloyd's should impose a comprehensive prohibition on all future related party reinsurance transactions."

Although this recommendation has been under review Lloyd's has yet to act on this proposal.

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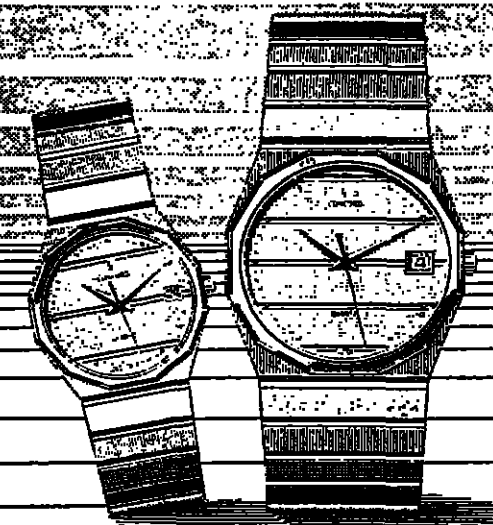
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## UK NEWS

# Whitehall seeks £1bn office spending cuts

BY SUE CAMERON AND ANDREW TAYLOR

THE GOVERNMENT is expected to find savings of about £1bn if it can end Whitehall's monumental inefficiency in stock management.

The potential saving is enough to cut income tax by one penny or knock 1 percentage point off value-added tax. It is believed to have been uncovered as a result of an investigation by the Government's own efficiency unit into public purchasing.

The unit's report on purchasing is due to be published tomorrow. The report is expected to highlight further possible savings of £500m if Whitehall buyers can also tighten up their procedures.

However, it is thought to be with stock that the main economies could be made. Total government stocks of everything from paper clips to aircraft are now thought to be worth about £7bn.

About £1bn of that could be saved in little more than a year if government departments were forced to "live off their fat," sell or give away old and surplus stocks.

Reports of stock mismanagement are beginning to emerge from Whitehall. Among the more startling examples are:

● The Department of Energy is thought to have more than 1,000 years' supply of tabs for files and

15 years' supply of ballpoint pens.

● It is also understood to have 25 years' supply of carbon paper, yet the department has long since given up carbon copies in favour of photocopiers.

● The Department of the Environment is understood to have 120 years' supply of cardboard map holders.

● The Royal Air Force is believed to have 1m tins of Vim cleansing powder.

One of the causes of stock mismanagement is thought to be that Whitehall buyers go for bulk discount pricing and ignore actual costs.

# Textile leaders seek aid to meet new Japanese technique

BY ANTHONY MORETON, TEXTILES CORRESPONDENT

THE GOVERNMENT has been urged to put more backing into research and development for the textiles and clothing industries to prevent Britain from slipping further behind important manufacturing developments in Japan and the U.S.

Mr Norman Lamont, Minister for Industry, has been asked for money to co-ordinate the work at present being done in a number of companies, research associations and universities.

"The amount needed would not be very great," Mr Lewis Goodman, chairman of the British Clothing Centre and a main board director of Vantona Virella, said.

"The minister heard our case sympathetically and promised to give us a reply in the new year. What is needed in the short term is for the work in the various research centres to be co-ordinated. There could be finance available from the EEC, which agreed, in November 1983, to back national projects if national governments first put up some money.

"But in the longer term we shall need to spend some big money on research projects if we are not to be left behind," he said.

The need for a quick decision is seen as urgent because Japan is on the verge of an important development in the production of clothes.

All clothes are at present cut and sewn on flat surfaces. Japan is experimenting with a robotic system that will allow three-dimensional sewing on a model.

The U.S. industry, impressed by what the Japanese have been doing, set in motion a multi-million-dollar research programme this autumn called the Draper Project. Some of the biggest U.S. fibre manufacturers, such as Du Pont, are co-operating with it.

The Japanese plan involves spending some £50m over an eight-year period between 1983 and 1990. They are sufficiently far advanced to be envisaging building and operating a test plant for the new equipment between 1988 and 1989.

The importance of the Japanese move is that the money put into textiles and clothing research is only one example of what the country is doing to foster research and development. The Ministry of International Trade and Industry (MITI) is supporting eight such projects covering all industries except energy.

The U.S. has also put much money into research in order that its vast and important market is not eventually dominated by Japanese clothes and Japanese technology.

In the 18 years since Japan started backing through its Large-Scale Projects plan it has put more than £900m of government money into 20 projects.

Last year, after strong pressure from the industry the British Government put up £10m to be spread over five years, to cover new developments in the four sectors of the industry - textiles, clothing, knitting and shoes. That averaged £1m a sector a year.

## ROOSEVELT AND CHURCHILL: A TALE OF TWO MARTINIS

Concerning affairs of state, these two great statesmen were frequently of a single mind. But in the mixing of dry martinis, there was a parting of the ways.

FDR enjoyed his dry martini in the then traditional manner: two parts gin to one part vermouth. Sir Winston, his friend and ally, acknowledged the traditional role of vermouth merely by glancing at the vermouth bottle as he poured the gin.

History would appear to be on Churchill's side. Which is not surprising. After all, who knows more about gin than the English?



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## Nuclear emission targets challenged

Financial Times Reporter

THE NUCLEAR industry's ability to reduce radioactive emissions to the environment has been challenged at the Sizewell B inquiry.

Groups opposing plans for the pressurised water reactor (PWR) at Sizewell, on the east coast of England, have claimed that French experience suggests that new UK targets will not be achieved.

The claims came at the inquiry last week from the Stop Sizewell B Association and the Anti-PWR Consortium of trades unions and local authorities.

One of the association's witnesses, Mr Peter Bunyard, editor of The Ecologist magazine, said the French nuclear reprocessing works at La Hague had a far better record in minimising emissions of radioactivity than its UK counterpart at Sellafield.

He claimed that even with the introduction of new plant, emission targets set by British Nuclear Fuels (BNF) were unrealistic. BNF maintained that its targets could be achieved.

The Anti-PWR Consortium said the annual radiation dose to PWR workers in France and elsewhere in the world averaged 430 rems compared with the Central Electricity Generating Board's (CEGB) target for Sizewell of 240 rems.

Such a target was extremely optimistic, said M Jean-Claude Zerob, a French radiation protection engineer. However, the CEGB said the consortium had failed to take into account new remote handling techniques and the use of a less radioactive substance in the reactor's primary circuit.

Dr Alice Stewart, Fellow of the Royal College of Physicians, also claimed at the inquiry last week that there was an increased risk of leukaemia and other blood diseases from exposure to the so-called "safe" radiation doses received by nuclear industry workers.

The CEGB promised to review its proposals for minimising disturbance of the environment around Sizewell after criticism at the hearing from Mr John Selwyn Gummer, the Tory party chairman in his role as local constituency MP.

Sir Frank Layfield QC, the inquiry inspector, has told participants in the hearing that the forthcoming closing submissions will be one of the most important aspects of the inquiry. Sir Frank has appealed for closing submissions to be well organised and entirely relevant. The inquiry began nearly two years ago and has become Britain's longest-running public investigation.

WORLD STOCK MARKETS

CHECK EVERY DAY IN THE FT

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FT 84

# Boardroom luxury? Or business necessity?

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## TECHNOLOGY

CASH MANAGEMENT IN EUROPE—THE FIRST OF A SERIES

## Electronic links to cash care

BY ALAN CANE

THE PRESSURES are building inexorably on Europe's banks to provide their corporate customers with electronic cash management. Those that fail to do so will find themselves out in the cold as their competitors leap ahead and their own customers set about building their own systems.

Electronic cash management is simply one variation on the now universal theme of electronic information distribution. In its simplest form it is an electronic link between a bank's customer files, held on computer, and a terminal in the treasurer's department of a corporate customer.

It gives the customer direct and immediate access to his account information. What can such information be used for? First, balance information allows the corporate treasurer to manage his funds world-wide, making the best use of otherwise idle balances, controlling exposure and so on.

Second, it can allow him to deliver instructions electronically exploiting the speed of the system, for example, to make payments at the latest possible moment.

Third, with the aid of special computer software, it can allow him to analyse his company's finances and build models of future performance—asking, in fact, "what if?" questions of his data.

Unlike the U.S., where time, distance and tough State banking regulations have made automated cash management a necessity for many years, Europe has made do with simple manual balance reporting, and the growth of electronic cash management systems has been slow.

But now things are changing. A recent and comprehensive study of cash management in Europe found that over 90 per cent of a sample of over 300 European companies thought cash management was already important, while virtually all thought it would increase in importance in the next two or three years.

The mood of the respondents to the survey was summed up by one treasurer who said: "Unless you know where your cash is and where it's going, you might as well give up."

The trend is underlined by Europe's economic traumas where even large and well established companies are hav-



ing to resort to cash management techniques to stay out of the red. In the study, for example, the treasurer of an Italian car manufacturer is quoted as saying: "Without cash management we would be losing money. It is the difference for us between profit and loss."

So there should be a solid market for cash management systems—traditionally provided by banks, computer services companies and accounting firms. At a recent Financial Times conference Ms Susan Ross, corporate treasurer for Reuters, said: "There is a large and expanding market waiting for easily understood systems..."

We wait with open cheque books. And there's the rub. The corporate customer simply does not much like what he is being offered. Ms Ross complained: "Most of these are spin-offs from products developed to meet the bank's own needs. They are presented to treasurers who must then work out for themselves how to integrate them into existing information systems."

And the finance director of a Dutch company said, echoing views across Europe: "I sometimes think that the banks do not know what we do for a living. They come in here with systems which are too primitive for us to use or systems that have no relevance for use."

Even Mr Jack Large of Geisec, a major computer services company, says that customer needs and practices comes only fourth in his list of factors influencing electronic banking. First is the regulatory environment, then competitive pressures, banking systems and attitudes and, last, technology.

Mr Large was UK manager of NDC which installed National Westminster's cash management system, and is editor of Cash Management News.

But he argues, for the moment anyway, the technology is not the most important thing: "At present, 60-80 per cent of the benefits of installing a cash management system come from the internal changes a company has to make in its treasury procedures."

It's not what you do it's the way that you do it, in other words, reminiscent of the way computerisation forced logic and order on accounting departments 20 years ago.

The UK banks, for example, depend almost entirely on third party vendors — Midland and Lloyds use the cash management service of the U.S. computer services company ADP, National Westminster uses NDC and Barclays uses Chemical Bank's proprietary package BankLink. But they are happy to mix and match services.

Barclays uses BankLink for balance reporting, Geisec for instructions and is giving its treasurers Lotus software for analysis and modelling. France is unique. With some 650 treasurers' workstations already out of treasurers' desks, it is the biggest user of treasury systems—a natural consequence of the complex nature of the French banking business.

Italy, on the other hand, with 1,100 banks has been one of the most sophisticated users of conventional cash management for several years — but on big, centralised systems.

West German banks use third party systems internationally — locally they are working on systems based on Bildschirmtext, the German Prestel system.

Scandinavia, the most advanced of all in electronic banking, has had sophisticated treasurers' workstations for four or five years. There will clearly be powerful benefits for companies which take advantage of the new systems just as there will be rich rewards for the suppliers who meet their needs most exactly.

Over the next few weeks, FT writers will survey cash management developments in a number of European countries. \* New Directions in European Cash Management, Business International, New York.

## MATERIALS DEVELOPMENT

## Ceramic chips recover furnace heat

DEVELOPMENT of a mechanism to recover heat from furnaces using small pieces of ceramic material has paid off handsomely for Hotwork International, a company in Dewsbury.

The organisation is selling devices called ceramic regenerative burners that can be fitted in factories that heat up materials at high temperatures, for example smelting and glass works or steel plants.

In a key part of the system, hot flue gases from the combustion are passed into tanks

Each unit comprises two burners. These fire for two minutes at a time to maintain a furnace temperature of up to 1,400 deg C.

Instead of the furnace discharging flue gases into the atmosphere, gases from the first burner are drawn into the ceramic bed of the second, where the heat is retained at about the temperature of the furnace.

When the second burner fires, cold air that has to be mixed with gas for combustion passes through the hot bed of the burner where it picks up heat. It is then fed into a gas stream for ignition. The firing of the two burners is controlled by valves linked to a computer.

Engineers at the Midlands Research Station of British Gas developed the technology before passing it to Hotwork for commercial development under licence. Twin-burner units are sold for £10,000 to £20,000 and as a result of energy savings, customers can often recover their costs in less than a year, says British Gas. At one plant where the devices were installed, a steel works run by BSC Stainless in Sheffield, the fuel bill was reduced by 75 per cent.

PETER MARSH

In 18 months Hotwork has received orders for 130 units worth £2m

filled with small ceramic modules. These absorb the heat, which can later be given up to a blast of air. The air is cycled back to the burner, decreasing the energy consumption of the complete process.

In 18 months Hotwork has won orders from British Steel for 130 burner units worth £2m. The corporation is installing the devices at plants in Llanwern, Shotton and Sheffield.

## LEASING AUTOMATED PLANTS

## Robots for hire

A COMPANY in the U.S. plans to build big automated plants for flexible manufacturing and lease them to manufacturers for different kinds of production jobs.

Mr George Devol, the originator of the scheme, says this concept has not been tried before. He hopes it will appeal to large organisations that want to operate automated plants but do not want the bother of building them.

The plants would cost \$50m to \$100m, says Mr Devol. They would be built by an organisation he is in the throes of setting up, Automated Systems Manufacturing Corporation.

The workshops would comprise arrangements of robots and other automated hardware such as computerised machine tools that turn out goods with the minimum of human intervention and in small batches, so that the type of products can

essentially be varied.

Mr Devol, aged 72, is a veteran inventor who was responsible for the original patents in industrial robots. He sold his know-how in the 1950s to other engineers who later set up Unimation, the first robot company.

The inventor has run his own small company, Devol Research Associates, since 1965. He also owns a concern called Gemaco in Fort Lauderdale, Florida, that repairs boats and sells them at a profit.

Mr Devol started his engineering career working on hardware for talking movies in the 1930s. He later branched out into counter-measures radars used in military work in World War Two. Mr Devol later specialised in general control equipment for factories, including electronically operated doors and radio-actuated machinery.

## Dairy

## Milk cartons

AN AUTOMATIC milk cartoning system has been jointly developed by Nepas in the Netherlands and Woodgate Farms Dairy in the UK where the system is now operating.

The automated system was installed to cope with increased demand for cartons from local supermarkets. Orders which come into the office in the afternoons are entered into a Commodore computer. This prepares printed orders and labels using a Pragma printer for an automated trolley system which takes cartons from the filling line and loads them into containers according to each order.

Woodgate has started selling the system and three have been installed by the company at Express Dairies.

## Construction

## Safety glass

MAGNET AND SOUTHERNS, the hardware DIY group, has just completed a factory to make its own type of toughened glass. The company is selling the safety glass for use in doors and double glazing units.

Toughened or tempered glass is made from ordinary annealed glass by subjecting it to a sophisticated heating process. When the glass becomes "plastic" both surfaces are chilled by a stream of cool air. This has the effect of making the glass about five times stronger than normal.

In addition, the company is also likely to be one of the first to apply a special coating to glass which allows solar heat to enter a room but not escape. The Low E glass as it is called, will be available in January next year and when installed in double glazing units will increase the performance of the system by about 40 per cent.

Filingham provides the basic material to the factory which will eventually employ more than 150 people. The process plant came from Glasstech and Leybold Heraeus.

## Design and Construct



## Factories

## Production automation

THE BACKERS of a new centre in Middlesbrough that will channel expertise in production automation to engineering companies report a strong demand for their services.

The Middlesbrough CAD/CAM Centre (the acronym is for computer-aided design and manufacture) is to provide 20,000 sq ft of industrial units for small companies. The project is due to start next year and is backed by firm from organisations such as Cleveland County Council and the European Social Fund.

About half the space has so far been reserved, according to the centre. The building will provide a central computer to which tenants may be linked to help them in, for instance, work to designing new CAD programs or methods to link machine tools in a co-ordinated production system.

Companies that take space in the structure are expected to be a mixture of enterprises from the software and engineering industries. The centre is in the Britannia Enterprise Zone next to the River Tees. More on 0642 226211.

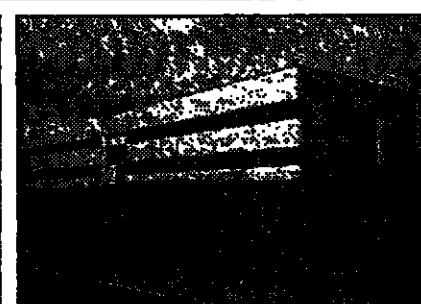
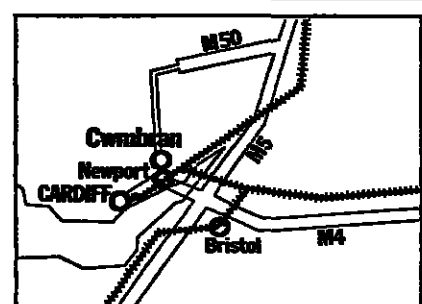
## Buildings

## Repair of roofs

THE PROBLEM of repairing leaking roofs during wet weather has been solved by a British product now available called Isoflex Wetpatch. The inventors say that the compound can be applied during a downpour or even underwater.

The material is a hydrocarbon matrix which can be applied to roof lights, flashing, gutters as well as to roofs. The product comes in a one kilo can cost £2.75 and should be available from hardware suppliers.

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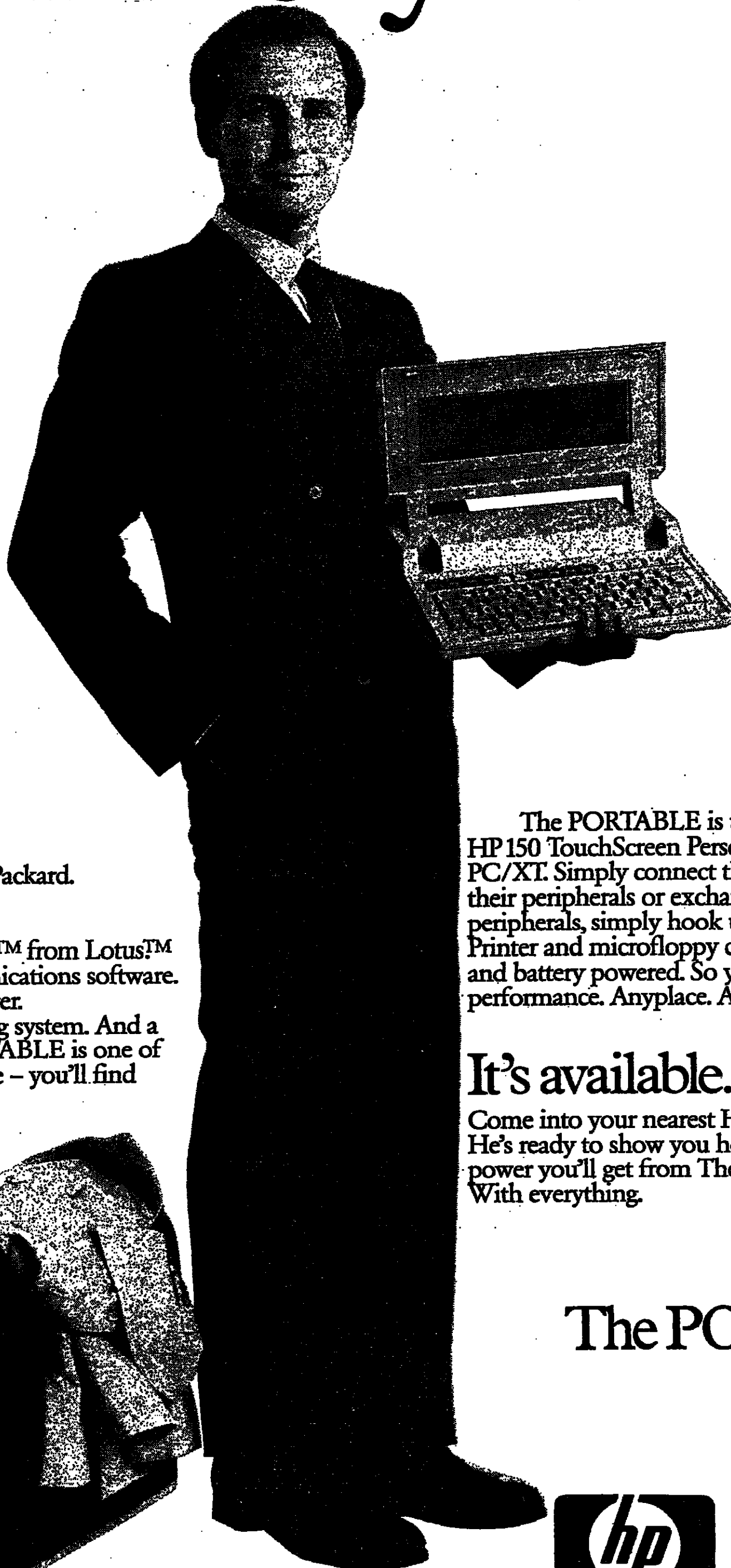
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## HEWLETT PACKARD

## THE MANAGEMENT PAGE

EDITED BY CHRISTOPHER LORENZ

## Stress

## 'At worst, it's a killer'

Ian Hamilton Fazey reports on a growing problem among managers

MANAGEMENT stress is on the increase. At worst a killer, stress is responsible for at least 23m working days lost a year in the UK.

One answer to the problem, according to a consultant psychiatrist at a recent seminar, is for managers to take holidays or short breaks every six weeks. "Out of the question" was the terse response from one manager, who pointed out that with so many staff having been shed in the recession, managers had taken on their work themselves. Another equally explicit response was: "We get four weeks' holiday a year and it's a push to take them."

According to Bernard Stam, north-west regional manager of the British Institute of Management, managers should be trained to recognise the effects of stress on themselves and others. "There are two types: stimulation, which is good, and strain, which is bad. Managers need to understand both," he says.

Stam organised the seminar and intends to repeat the exercise at six-monthly intervals. They will be held in Altrincham.

Dr Ian Almond, assistant director of the Bupa Medical Centre in Manchester, says that the number of days lost through stress may be more than 23m since psychoneurosis accounts for 30m lost days and psychosomatic illness 10m. Stress plays a large part in causing both, and the two categories represent 13 per cent of all sickness. He puts the cost at about £8bn a year and reckons about one in four of the workforce is affected at some stage.

Managers, he says, may exhibit "presentation" under high stress, by which he means that they work longer hours when it is not strictly necessary. They may also develop alcohol problems, or high blood pressure, or increase their risk of coronary heart disease.

Stress is not new, says

Almond, merely a modern label for the natural response of the body to any demand placed upon it. Dr Brian Hore, a consultant psychiatrist, says that no one can escape the physiological inevitability of producing the hormones adrenaline and noradrenaline when under stress, and they speed up the heartbeat, increase sweating, loosen the sinews and generally stiffen the blood.

Stress becomes dangerous when it becomes chronic, says Almond. Normally, stress is acute, with a "rebound" phase of signing and relaxation when the stimulation passes, so that the system calms down again. But in chronic stress, the "rebound" phase never occurs, as new stimulations re-activate the natural stress response. Many illnesses and disorders may then be precipitated.

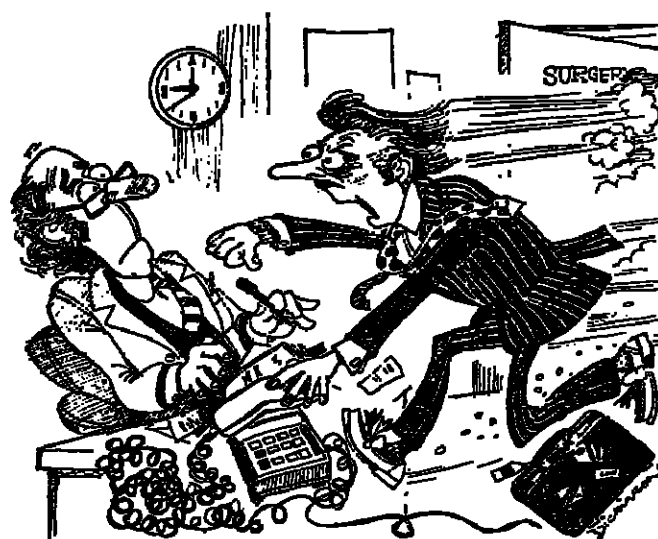
## Unremitting

Hore gives as an example of bad managerial stress the personnel director in his 50s operating in a typically difficult labour relations climate. He feels pressured by the unions but unsupported by the people above him. The pressure is unremitting from both directions but the man has to cope somehow.

If people cannot cope the results may eventually show in psychosomatic illness, such as asthma or migraine, or may result in depression. In some cases, it leads to anxiety neuroses, such as fear of flying, or—as happened in one case—an inability to go out and meet people.

Hore says: "One of the ways people cope is to drink. Drinking can be a very rewarding experience and help to blot everything out." But it is dangerous to drink more than three pints of beer or six single whiskies in a day, or about four times those figures in a week.

Professor Reg Beech, a Manchester clinical psychologist, says: "It is the individual



"Morning doctor—my wife thinks I'm suffering from stress... God is that the time?—let me have your views in triplicate—can I use the phone?—my secretary will do the medical... must rush—let's have lunch some time..."

who feels a sense of helplessness who suffers most. Some people give up. People under high stress need to make the discovery that there is something they can do about their world that will alter it."

This does not extend to altering one's basic personality. Psychologists have long classed people into what are known as Type A and Type B personalities. Type A's are life's go-getters, natural leaders who are intolerant of delay or incompetence, always ready to assume responsibility, will not suffer fools gladly, work better against deadlines, compete at everything, put in long hours, and always have several projects on the go.

Type B people tend to be more placid, task-oriented, slow to anger, tolerant and more likely to be led than leaders. Most people have something of both types in them, but will usually have a preponderance of traits associated with one.

Beech reckons that no one can get very far in management without being predominantly Type A. He says: "The executive breed would not exist if there were no such thing as the Type A personality." But problems arise if Type A people are exposed to long periods of stress because their personality traits help establish a vicious cycle of overwork and yet more stress.

If people are more than averagely neurotic as well, the situation can only get worse. Neurotic traits include oversensitivity, being thin-skinned, highly-strung, irritable, or worrying about what other

people think of you, and being unable to take criticism.

Beech says: "You cannot avoid sharp edges if you are taking responsibility. This means that you cannot afford to be too sensitive. When you have high stress combined with poor coping skills in an over-sensitive, exaggerated Type A personality, you get real trouble."

He and Hore place great emphasis in learning the skills with which to cope better with stress. They say that just thinking about behaviour and avoiding some things, will help. "Don'ts," include:

## Dominate

Vocal assertion, such as over-emphasising key words.

Rapid motion. Hore says we should even brush our teeth as gently as we can and stop running up stairs.

Impatience. One of the worst signs is finishing other people's sentences for them.

Double action—doing more than one thing at a time. Attempting to dominate conversations by butting in.

Feeling guilty about relaxation.

Indulging in time brinkmanship through over-tight deadlines with no allowance for the unexpected.

Challenging others in needless competition.

Beech says that competitive managers become more concerned with having, not being. They fail to realise that self-improvement is more valuable to them than acquisition, especially when they already

have everything they really need. One patient told him he would slow down after he had made his first million. He had now amended his target to £2m, having passed £1m easily.

Hore believes that managers should calmly ask themselves what are their values and purpose in life, what they want from work, and what is really important to them. This should enable them to set their priorities better and ration time more effectively.

Breaks from work are essential to prevent the work-stress spiral developing. Beech says this extends to lunchtimes too, even if it means only 10 minutes in the canteen or a stroll round the block.

Hore recommends managers to turn to professionals if they need help. Discussing things with friends can be the worst thing to do because most will not be able to give practical advice. The usual attitude is: "Bear up, old chap, it'll pass," or "Don't worry about it. It'll all come right in the end."

He says: "I really resent this stiff-upper-lip, bite-on-the-bullet business." He thinks that bottling things up is one of the worst things to do with stress.

Stam sees the solution in practical terms, with management techniques as applicable as any other. "Learn to work smarter, not harder," he says, urging better time management, and careful personnel selection to avoid the wrong people being given the wrong jobs.

Beech says: "Family time is as important as work time. If you had to stick a label on it, it would say 'liferaft'." Managers who spend nearly all their waking hours at work should recognise that.

At work, people need to understand how they impose unreasonable stress on others. The most widespread single offence is to disrupt colleagues' time management. From the working stress point of view, the worst five words in the English language may well be: "have you got a minute?"

Here are some of Beech's recommendations for coping with stress.

1. Identify sources of stress. Act on those under your control.
2. Delegate more.
3. Get up 15 minutes earlier each day to potter about and relax before going to work.
4. Space out your work. Take rest pauses.
5. Listen—don't talk too much and narrow down the range of conversation.
6. Learn to say no. Willing horses are always given the heaviest loads.

## The image is the reality

Feona McEwan reviews David Bernstein's critique on communications

CHIEF executives, especially British ones, are a reprehensible bunch. They are guilty, according to arch-communicator David Bernstein, of the commercial sin of non-communication. For which read negative communication and you begin to catch his drift.

"The average British management speaks, if at all, only when it has to and to as few people as necessary, and monitors not at all." It may pay lip service to employee relations, make assumptions that messages seep down and confine itself to one way missives (memos, notices) but heaven forbid the inconsequence or threat of dialogue. Management consultant Douglas Haines put it differently: "The Ruling Class is raucous in the hunting field, noisy in bed and reticent everywhere else."

Yet this reticence retards efficiency in business where corporate communications are just as crucial as resource management. The chairman of IBM World Trade Corporation, Jacques Maisonrouge, has said: "Most management failures result from, or are accentuated by, a failure to communicate somewhere along the line. Recognition of this need to communicate ought to be written into the job specification of every chief executive and senior manager."

So writes David Bernstein in his latest book "Company Image and Reality." It is a stimulating critique of how companies communicate, the whys and wherefores, do's and don'ts. Peppering with examples and refreshingly jargon-free, the book is an enlightening and very colourful read from one of the ad industry's sharpest thinkers. (Bernstein wrote the CBI booklet, "Working for Customers" now in its second print run, 20,000 copies later.)

Image is very much the key concept in this treatise. Not in the derogatory, false, manufactured sense of the lingo. "If any word needs an image-job," says Bernstein, "it's image." His premise that image is reality underpins the whole book. "It is the result of our actions. If the image is false and our performance is good, it's our fault for being bad communicators. If the image is true and reflects our bad performance, it's our fault for being bad managers. Unless we know our image we can neither communicate nor manage." But he also warns

that image is not what a company believes, but what the customer feels and believes about a company, its brands and services.

Responsibility for minding the image is laid squarely at the company leader's feet.

Take press relations: the chief executive who omits to take the press into his confidence in the good days, can find that the bad days are worse than need be.

Or customer relations: companies, says the author, which maintain silence in face of inquiries or complaints can't complain when they themselves wish to speak up and find it difficult to get through, let alone accepted. The reverse (full communications) is however not always easy to take. In 1972, The Creative Business (Bernstein's company), redesigned a newsletter for one of the London boroughs. Two months later it had an annoyed client because the exercise had been too successful. The council was receiving more complaints than

tampered with and 31m bottles were destroyed. Yet J&J regained over 85 per cent of previous sales in six months and came fifth in Fortune magazine's survey of most admired companies, and took first place in the "community and environmental responsibility" section.

The path to corporate communications is well signposted by Bernstein: it helps to think of companies as people (Mr. Aron, Mr. Shell, Mr. Procter); never assume, avoid pigeon-hole thinking, go for the integrated approach. "How can management have fooled itself for so long?" he asks. "Can it really believe in watertight communication compartments—design, PR, advertising, packaging—when the consumer in his wisdom sees the company and everything marked with its name as one?"

Consistency of approach is important. And once the communications are defined, there are, as Bernstein sees it, nine audiences to be addressed: internal (the most important), local, influential groups, the trade, government, the media, financial, customers, and the general public. And there are nine channels of communication: product (most important), correspondence, public relations, personal presentation, impersonal presentation, literature, point of sale, permanent media, advertising.

On advertising: corporate advertising is more complex, says the author, than product advertising—"miles away from blanket coverage and cost per thousand."

Bernstein's own "law" on corporate advertising is: "product differences and maximises them. Corporate advertising takes the major differences and minimises them." He invites readers to play a game of slogan guessing to prove the point. Not only does brand confusion result but product confusion too. An exception was the famous Volkswagen campaign of the late 1960s which, when everyone was associating themselves with NASA's landing, carved its own identity featuring a Beetle with the line: "It's ugly but it gets you there." An appropriate line in a style appropriate to VW. The company personality, he says, shines through.

Company Image and Reality, by David Bernstein, Holt Rinehart and Winston, £12.50.

I always thought  
Ranks were going  
manufacturers...



ever with the more effective presentation. Ratepayers now knew their rights and whom to contact.

Johnson & Johnson's experience with Tylenol when seven people died after taking capsules that had been poisoned would have severely damaged a lesser communicator. The event put \$450m sales in jeopardy and cast doubt over the company's efficiency.

But J&J had a defined corporate philosophy with clear lines, and spent \$100m in recall. A man ran a working group of senior executives twice daily for six weeks. They took the initiative, informed the public, the medical profession and airlines, an aspent \$100m in recall. The product was repackaged in just six weeks (it would normally take a year) and a press conference mounted via satellite in 30 cities. The culprit was caught, eight bottles were discovered to have been

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## THE ARTS

## WNO in London

Max Loppert

The latest Amoco-sponsored short season of London performances by Welsh National Opera was, on balance, a triumph for the company's policy of pursuing a broad, adventurous repertoire in lively, unpredictable stagings. It was also, as past WNO London seasons have been, an irritatingly complete demonstration of all the ways in which the Dominion Theatre fails to provide operatic visitors with temporary accommodation of the proper standard. Of the three performances I attended last week two were harmed by the configuration of widespread, wide-open orchestra and recessed broad stage—words, in *The Greek Passion*, were hard to catch, while large stretches of *From the House of the Dead* were reduced to near-incomprehensibility. In differing degrees all three operas suffered from erratic lighting and stage-management.

The loss of the sharp verbal focus which had been the common boon of David Pountney's Janacek production

in its original Cardiff estate was not, however, totally. Nigel Douglas and Donald Maxwell were two singers who managed to brave the orchestral fury unleashed by Richard Armstrong. And, even thus, this *House of the Dead* retained a tremendous impact, for it is one of the great feats of contemporary opera production, acutely faithful to the imaginative core of the work, brilliantly spare and precise in almost all of its detailing, at once searingly painful and unemotionally uplifting. It was a performance placed confidently in that region, obscure all too often in the opera house, where "opera" and "drama" become indissoluble concepts.

About *The Greek Passion*, rather more mixed opinions. This was my first encounter with the much-admired, and production by Michael Geliot; and it was not hard to work out how much more compelling it must be in the confines of a small theatre. Spread out like this, *Marina*, last opera

exposed sometimes too clearly its tendency to discontinuity of musical thought. Good things and less good things alike come and go in a short space; where this chimes with the drama's sense of radiant economy is created, where not (rather more often, I fear) an impression of aimlessness. The performance, conducted with spacious, unforced eloquence by Anthony Negus, was short on good solo voices (which may have added to my own intermittent sensation of high-minded boredom), chorally outstanding.

And about Ruth Berghaus's *Don Giovanni*, performed twice during the short season, only a brief note: I don't propose to add a great deal to Andrew Clements' admirably balanced account on this page of a now-notorious production beyond admitting to general feelings of respectfully bemused interest and even fascination. Unlike in any previous *Don Giovanni* (or, indeed, any opera performance) of my experience, the actress's expressive intentions are reposed almost entirely in

objects—singers' faces show hardly a flicker of expression, but shoes, socks, etc., and all their carefully chosen colour contrasts are heightened to bear the full burden of dramatic meaning.

Most of the time, that meaning remains resolutely private and particular (as this production, in its elusive neo-surrealist mode, is the very opposite of People's Art, a colleague's description of it as "Stalinist" was notably ill-judged). This is not a *Don Giovanni* for first-timers, which is why it must be deemed a failure for a company with touring obligations of the Welsh National kind; but for others it is not one to be dismissed too quickly or too airily. In a way, the crisply drilled quality of Charles Mackerras' conducting (obtaining orchestral playing of a very high order) and the rather featureless note-for-note exactitude of most of the singing was a musical complement that proved highly appropriate to the special qualities of the staging.

## The Makropulos Case/Coliseum

Rodney Milnes

There have been many memorable performances of Janacek's masterpiece here, both in the old Sadler's Wells Opera production by John Blatchley and more recently in that by David Pountney shared by the WNO and Scottish Opera, currently on loan to the ENO. All have been excellent, as different as any two performances of *Così fan tutte*—it is that sort of Protean piece. It is hard to describe precisely the qualities that made Thursday's revival one of the best of all, one of those comparatively rare occasions when all the Makropulos alchemical elements came together to cohere into that mysterious amalgam called opera.

It was not just a "moving" performance—it was far too good to be just that. It was shattering. The comic-grotesque mood of Mr Pountney's production (very well revived by John Eaton), as right as it is tricky to control, was perfectly sustained. Lines could at one

and the same time make you laugh out loud and freeze the hair on your face with their multi-faceted implications and underneath the farcical horror of this dance of life and death there was the firm bedrock of Richard Armstrong's conducting, both constantly absorbing musically in its unbridled, expansive unfolding of Janacek's ever-developing thematic motifs, and deeply stirring in its—and the composer's—compassion for the protagonist in particular and, by extension, for humanity in general.

Josephine Barstow, repeating her Emilia Marty, took due advantage of the gentle speeds and the superbly disciplined yet rich orchestral playing to project both notes and words more clearly than sometimes in the past, and her gauging of the production's mood was faultless. This was one of her finest performances.

There were many newcomers in support, most notably Graham Clark as Gregor. He made light of the role's hideous

vocal difficulties, and used his own brand of physical abandon to bring the Pountney version of this near-Adelphoei farce "silly ass" to vivid and interesting life. Bonaventura Bottone made Janek properly half-witted yet curiously sympathetic, and as his father Jaroslav, Donald Maxwell delivered his lines with the requisite authority; he could, perhaps, exert a more baleful physical presence. Stuart Kale was "poor mad Hauk" to the hilt, and Eirian James a hilarious chambermaid.

Among those familiar in this production, Edward Byles's crystal-clear Vitok and Patricia O'Neill's brilliantly funny Kristina were especially satisfying. The small pieces, and the taxing Kolenaty were as always a tower of strength in the complex first act. This is an outstanding revival, but beware: there are only three more performances, the last being as soon as December 21. To miss it would be simply irresponsible.



Josephine Barstow

## Franz Schmidt Festival

David Murray

From Thursday to Saturday the Austrian Institute and the BBC held their Franz Schmidt Festival. It was generously spread: a chamber concert (rather too generous at two and three-quarter chills hours in St Paul's, Knightsbridge), a recital at the Royal College of Organists, a symposium by and for enthusiasts, and an orchestral concert from the BBC's Maida Vale studios. The fact that most readers are trying to remember whether they have ever heard of Franz Schmidt shows how much the festival was needed; the justification for holding the Festival at all lies in Schmidt's music.

Though he was a Viennese musician through and through, Schmidt was a performer, a pedagogue and symphonist—he was more than half Hungarian, born in 1874 (the same year as Schoenberg) in what is now Bratislava. He was a "conservative" composer, but his music follows the tradition of Brahms, Bruckner and Mahler, incorporating nothing from the Second Viennese School. That partly explains why, outside Austria, his music is unfashionable and neglected; probably also he has attracted the sort of defenders who want a champion for unrevolutionary music and regard the Schoenberg school as a monstrous aberration. In his last

years—he died in 1939—he may or may not have become a Nazi supporter: the symphonists on Friday differed sharply about that.

Schmidt's music is superbly and ungrudgingly well made, in unadorned Brucknerian spans, and richly melodic—always in the Austro-Hungarian idiom, familiar (and gemütlich) almost before you have heard it. If that were all, it would be treasured by a few academic musicians and organists, and decently ignored by the rest of us. But the later music, which cultivates a chromatic vein entirely personal to the composer, takes on astonishing emotional power: with the magnificent patina of Schmidt's orchestration, or in his limpid chamber-writing, the poignant harmonic language, the lofty resonance, and the cogent unfolding of a masterpiece like the Fourth Symphony—his last—commands a response much deeper than respect.

It was that sympathy with which Sir John Pritchard and the BBC Symphony concluded the Festival on Saturday. It was sumptuously played, as even listeners at home might have felt, and archly and pondered. If the solo trumpet, who begins and ends the symphony with the long, haunting melody that generates nearly all the music, sounded as if he had done it perfectly

in the rehearsals, Ross Pople addressed the great cello solos of the Adagio with flawless sympathy and tenderness. Over the unbroken three-quarters of an hour that the work fills, the grip of the music was tender but inexorable—less lush than the Mehta/Vienna recording through which I first discovered the music, but more rigorously proportioned.

Pritchard also conducted the Carnival Music and Intermezzo from Schmidt's first opera (of two) *Notre Dame*, with some panache. It is I think music that makes one interested in hearing what else the composer has done without itself making a notable impression; in its operatic context it may carry greater weight.

The Festival marked the publication of the first of three Schmidt studies by Harold Truscott, whose devotion to Schmidt's music is of some 50 years' standing; it is concerned with all his purely orchestral music, described in loving detail which will whet musical appetites for the unrecorded symphonies. Tocatta Press does great service to the cause—and even listeners at home might have felt, and archly and pondered. If the solo trumpet, who begins and ends the symphony with the long, haunting melody that generates nearly all the music, sounded as if he had done it perfectly

The organ recital by Lady Susi Jeans, who studied with Schmidt in the 1930s, was tantalising: it included fine small pieces, and the taxing brilliant C major Tocatta (tackled by a younger performer here), but didn't aspire to the grandest works. Contrarywise the chamber recital in the frigid chamber attempted more than was comfortable with both the expansive quintets for piano, clarinet and strings and the A major Quartet.

Very sympathetic playing by the Allegri Quartet was slightly forced in the latter work by slippery cold, doubtless the result of cold fingers, and elsewhere by unkind acoustic balance. Thea King's clarinet surmounted the hazards easily, and Clifford Beeson returned to the piano parts of the quintets with all the insight—if perhaps slightly less technical security—that he brought to them in broadcasts years ago (Schmidt lovers preserve their tapes devoutly). We still await modern performances of those works, and the few solo piano pieces, in their original form: Schmidt composed for the one-armed pianist Paul Wittgenstein, a rough performer (if one can judge by an old record of Ravel's left-hand concerto) but an inspired commissioner. Well-meant adaptations of the scores for the conventional two hands distort texture and balance.

Architecture  
Colin Amery  
Shapes of the future

The design of new furniture and interiors can often be in advance of architectural design. The possibility of experimenting at a small scale gives designers a certain freedom. They can play around with new colours, shapes and materials without inflicting lasting damage on the environment. So I felt a certain sense of relief in the Victoria and Albert Museum's Boilerhouse that I was looking only at prototypes for furniture and not models for new post-modern architecture. The exhibition at the Boilerhouse, entitled *Post-Modern Colour*, runs until January 13 and is a display of the work of designers from Britain, France and America. It has been arranged in association with Formica to demonstrate the versatility of their newest material ColorCore (sic)—a laminate that has the colour running all the way through.

In many ways this new material can be treated exactly like wood—allowing designers the possibilities of sculptural and surface effects. The point of the exhibition is to show how freedom from constraints and the use of a new material have resulted in a new kind of aesthetic. Almost for the lack of any other word the new look furniture is described as Post-Modern. This is now an all-embracing term for anything that uses past colours, hints of historical references and a zany misunderstanding of geometry.

There are six new designs

specially commissioned from British designers and they are among the most interesting in the show. Eva Jirina is an old fashioned modernist and a very good designer. She believes that function should determine the aesthetic. She has produced a folding table and chair. The chair has a circular seat and does bear an unfortunate resemblance to the "Eisen" Like the circular table it is supported on two hinged panels that fold up. Why is it that this sort of functional furniture always looks as though it is designed for the most simple minded of children?

Rodney Kinsman's dressing table and screen has more sophistication, it is solid black and has a precarious mirror poised on the surface. David Vickery of Conran Associates has produced a rather wayward sideboard, the top looking a bit out of balance on a too small pedestal. Peter Glynn Smith's low table has chamfered the edges of the material but it has a rather terrifying galvanised zinc removable centre that looks like a dustbin lid.

John Makepeace — the founder of a school for crafts-

men in wood—is happy to try his hand at Formica and he has produced a table that looks as though it has been eroded by time. Curiously he has supported the table on six oak legs which manage to look exactly like Formica. The great achievement of Formica was that it made laminates that looked exactly like wood; now

the real test of a designer is to see whether he can make wood look like plastic.

It is hard to treat the rest of the exhibition seriously. If post-modernism is to result in cocktail cabinets in the shape of women, trompe l'oeil chests of drawers that condense the experience of art deco into one dimension, and coffee tables that look like blocks of Neapolitan ice cream Stephen Bayley, the director of the Boilerhouse, has isolated these crazy designs in his white-tiled gallery so that they look like drunken guests who have stayed long after the party is over. Post-modern design, if it wants to be taken seriously, has got to recover from its hangover of pop art and the 1960's. The Boilerhouse has done us all a great service. This show is a warning that designers who become slaves of the latest silly trends will just inspire laughter—and the laughter is becoming more risible than sympathetic.

Last Monday the saga of the impending return to the City of Temple Bar took another minor twist. As I wrote some time ago the perfect site is waiting for the Bar alongside St Paul's Cathedral and the Temple Bar Trust (exemplars of patience) have nearly got the money together to ensure the move from Theobalds Park in Hertfordshire, where the Bar is languishing in a damp wood. It has not been reported widely that the result of the Public Inquiry was that the Inspector recommended to the Minister that St

Paul's precinct is, in his view, the right site.

The final decision has not been taken because the newly established Historic Buildings and Monuments Commission for England asked for the Inquiry to be reconvened last Monday to hear their new evidence. The new Commission, which has among its members some of the people who are opposed to the Bar being moved, offered £100,000 to conserve it in-situ, and maintain it. It is unlikely that the Inspector was impressed by the Commission's evidence that took no serious account of long term protection of the monument, access, car parking or future maintenance.

There is no doubt that the site next to St Paul's Cathedral is the right place for Temple Bar. It is available, millions of visitors will see it and the arguments about scale will be confounded when it is in position. The Temple Bar Trust says that they have the money to move the great gateway and that they are confident of raising the extra that is needed to restore it and look after it. It belongs to the City and the Secretary of State for the Environment should take his own Inspector's advice and bring back the Bar to its rightful home. There seems to be some bizarre "heritage" for his performance in Looi, and other surprise omissions from the final list are Andrew Lloyd Webber's *Starlight Express* and Ray Cooney's *Two Into One*, which was piped to the post in the Comedy of the Year category by John Godber's *Up 'N Under*, the ebullient rugby league play presented by the Hull Truck touring company, one of this year's most revitalised fringe groups.

M.C.

## Laurence Olivier Awards 1984

The awards made by the Society of West End Theatre, SET, have been re-christened the Laurence Olivier Awards and were announced last night in a ceremony at the Theatre Royal, Drury Lane.

Of the 20, three went to the National Theatre's production of *Chekhov's Play*, *Wild Honey*; to Ian McKellen, to the director Christopher Morahan, and to the designer John Gunter. Michael Frayn also won the Play of the Year award for *Benefactors*. Two awards went to the revival of Rodgers and Hart's *On Your Toes*: Tim Flavin was Most Promising Newcomer and Natalia Makarova, Actress of the Year in a Musical.

Another double was scored by Leon Janacek, whose impact in our opera houses over the past decade was acknowledged in the awards to Welsh National Opera for *From the House of the Dead* (Outstanding New Opera Production of the Year) and to Philip Langridge for his performance in the ENO's *Outstanding Performance of the Year* in a New Opera Production.

Vanessa Redgrave in *The Aspern Papers* was Actress of the Year in a Revival. The respective awards for performance in new plays were won by Thuli Dumakude (for *Poppie Nongena*) and Brian Cox (for *Rat in the Skull*). The Comedy Performance of the Year was adjudged to be that of Maureen

Lipman in *See How They Run* and the Supporting Actor awards went to Marcia Warren for *Stepping Out* and Edward Fetherbridge for *Strange Intimacy*.

The Outstanding Performance in a New Dance Production was David Bintley's in *Petrushka*, and the New Dance Production of the Year was *Giselle* as performed by the Dance Theatre of Harlem. Ned Sherrin won an award for his "conception" of *The Retopogers' Jolante* and veteran New York producer David Merrick was on hand to receive the Musical of the Year award on behalf of *42nd Street*. Actor of the Year in a Musical was Paul Clarkson for *The Hired Man*.

Both *Poppie Nongena* and

Hull Truck's *Up 'N Under* (Comedy of the Year) were seen at the Donmar Warehouse, managed under West End management.

Among the plethora of nominations for awards, Leonard Rossiter had been widely tipped to win a posthumous bouquet for his performance in *Looi*, and other surprise omissions from the final list are Andrew Lloyd Webber's *Starlight Express* and Ray Cooney's *Two Into One*, which was piped to the post in the Comedy of the Year category by John Godber's *Up 'N Under*, the ebullient rugby league play presented by the Hull Truck touring company, one of this year's most revitalised fringe groups.

M.C.

## Arts Guide

Dec 7-13

## The Desert Air/The Other Place, Stratford

Michael Coveney

## Music

## ZURICH

Tonhalle: Kammermusik Zurich. Reger and Bach (Mon); Zurich Chamber Orchestra with Jean-Pierre Rampal, flute, Miland, Bach, Quince and Stanzig (Tue); Munich Philharmonic Soloists: Dvorak and Mozart (Wed); Prager String Quartet, Mozart, Janacek and Smetana (Thur).

## WASHINGTON

National Symphony (Concert Hall): Andrew Litton conducting, Weber, Schumann, R. Strauss, Respighi (Tue). Kennedy Center (2543776).

## CHICAGO

Chicago Symphony Chorus (Orchestra Hall): Traditional Christmas concert with works by Britten, Prokofiev, Poulenc and others, conducted by Margaret Hillis and others (Tue). (4358122).

## NEW YORK

New York Philharmonic (Avery Fisher): Zubin Mehta conducting, Christian Altenburger, violin, Carole Farley, soprano, Schubert, Berg (Tue); Zubin Mehta conducting, Joseph Robinson, cello, Wall, Beethoven, George Rochberg Oboe Concerto

(world premiere) (Thur). Lincoln Center (7893958).

Musica Sacra Orchestra and Chorus (Avery Fisher): Richard Westenberg musical director, Al-Handel program (Mon & Wed).

Merklin Hall (Goodman House): Julie Bee piano recital, Bach, Busoni, Beethoven, Chopin, Prokofiev, Ravel, Liszt (Mon); Ruth Golden, soprano recital, Handel, Argento, Warlock, Delius, Quilter (Tue); Goodman Chamber Choir and The Music Project, Brahms, Persichetti, Beethoven (Wed); Mendelssohn String Quartet, Phyllis Bryn-Julson, soprano, Schönborg, Mendelssohn (Thur), 67th Street (3623719).

## BRUSSELS

Belgian National Orchestra conducted by Mendel Riman with Pierre Alain Volonand, piano, Schumann and Rimsky Korsakov, Palais des Beaux Arts (Mon). (5123045).

Amadeus Quartet: Haydn, Britten and Beethoven, Palais des Beaux Arts (Tue).

Esperleche Rundfunk Symphony Orchestra conducted by Colin Davis. Berlioz and Dvorak (Thur).

## PARIS

Orchestra Colonne conducted by Jean Kaila with Gerard Poulet: Brahms, Mendelssohn (Mon), Salle Pleyel (581.0630).

Siegfried Jerusalem recital, Siegfried Mauser, piano: Mahler, Strauss, Schumann (Mon). Théâtre de l'Athénée (742.877).

Orchestra National de France conducted by Pierre Boulez, Phyllis Bryn



Mstislav Rostropovich, who conducts the Orchestre de Paris on Wednesday

Julson, soprano: Debussy, Ravel, Amy, Messiaen (Mon). Théâtre des Champs-Élysées (7234777).

Ani and Raffi Petrossian, piano: Brahms, Ravel, Arensky, Stravinsky (Tue). Salle Gaveau (563.20.30).

Gastane Provost, violin, Abdel Rahman el Bacha, piano: Bach, Prokofiev, Schumann, Ravel (Wed) Salle Gaveau (563.20.30).

Orchestre de Paris conducted by Mstislav Rostropovich, with Vilenkevich, Gedda, Krause, Tchakovsky—concert version of Yogi Banté, 1 act opera (Wed), Salle Pleyel (563.07.96).

## LONDON

London Symphony Orchestra conducted by Eduardo Mata, Strauss, Mozart, Dvorak, Barbican Hall (Mon). (838.8861).

Philharmonia Orchestra and Choir of King's College Cambridge and Philharmonia Chorus conducted by Stephen Cleobury, Carols and music for Christmas including Bach and Charpentier. Royal Festival Hall (Tue). (363191).

London Soloists Chamber Orchestra and Choir, Mozart, Queen Elizabeth Hall (Tue). (323191).

London Mozart Players conducted by Jane Glover with Imogen Cooper, piano and Yoshiyuki Nakanishi, bassoon. Mozart. Royal Festival Hall (Wed).

English Chamber Choir conducted by Guy Protheroe, Berlioz L'enfance du Christ, Queen Elizabeth Hall (Wed).

Royal Philharmonic Orchestra conducted by Kurt Masur with Gidon Kremer, violin, Beethoven. Royal Festival Hall (Thur).

Philharmonia Orchestra conducted by Arpad Joo with Hui-Kyung Sch, piano. Mozart, Rachmaninov and Tchaikovsky. Barbican Hall (Thur).

Ronnie Scott's, Frith Street: Singer/entertainer George Melly with John Chilton's Feetwarmers. (4990747).

## NETHERLANDS

Amsterdam Concertgebouw. Sir Colin Davis conducting the Bayerische Rundfunk Symphony Orchestra. Berlioz, Debussy, Dvorak (Tue). Concertgebouw Orchestra under

Bernard Haitink, with Jean Decroix, cello, Brahms, Martin, Beethoven (Wed and Thur). Recital Hall (Wed): Peter Frankl, piano, György Pauk, violin, and Ralph Kirshbaum, cello. Piano trios by Mendelssohn, Beethoven, Schubert. (718345).

Rotterdam de Doelen. Musica Antiqua of Cologne. Vivat, Castella, Legrenzi, Martin (recital hall, Mon). Rotterdam Philharmonic Orchestra conducted by Edo de Waart, with Dmitri Sitkovetsky, violin, Gabrieli, Bruch, Beethoven. (Tue, Wed and Thur). (142911).

## VIENNA

Kyoto Miyamoto, Christopher Norton-Welsh accompanied by Thomas Groger, Julie Ruby, violin, Kitty McEwen and Hans Peter Novak, keyboard instruments. Buxtehude, Purcell, Bloch, Langlais and Weber. Bismarck (63835).

Austrian Chamber Orchestra and Vienna Chamber Choir conducted by Kurt Ral. Haydn and Mozart. Mariabühl church. (Wed). (428007213).

Vienna Symphony Orchestra conducted by Christoph Eschenbach with Kristina Laki, soprano, Thomas Moser and Helmut Wildhaber, tenor. Heinz Jürgen Denitz, bass baritone, Will Quadflieg and Bernd Seebacher, Cherubini, Berlioz and Zimmermann. Konzerthaus (Thur).

New Vienna Baroque Ensemble conducted by Heinz Fricke with Gerhard Biberauer, violin, Walter Segetschmid, harpsichord, Vivaldi, Taveili and Corelli. Konzerthaus Mozart Saal (Thur).

The Stratford-upon-Avon season enters its final phase with a new play by Nicholas Wright in *The Other Place* which is a quickly individual piece nonetheless reminiscent of Brecht via Charles Wood. The unlikely subject matter is the proposed British mission to support Tito in 1942 and the even unlikely setting Cairo, where a madcap Col Gore, known as the Hippo, and riddled with gut ache and a variety of other complexes, is faking intelligence reports and thumbs-up from Churchill and the Foreign Office in order to lead the expedition.

Hippo is a good comic role taken with gusto by Geoffrey Hutchings who projects a jaw-jutting, sideways-articulated man's legs astride to compensate for a drooping belly which seems to contract and inflate between scenes and which causes the most terrible groans and contortions in the middle of conferences. On the job, Hippo's problems recede, only to be replaced by his resentment of other officers and the pungent memory of his own father's history as a patronised army batman. When the mission is approved, there are some amusing high-jinks as supplies for Greece and Albania are

winched out of storage after dark, with Mr Hutchings ("I shall simulate normal behaviour"), face smeared in boot polish, directing operations with barking yells and spectacularly unnecessary dives for cover.

But with Churchill's nod comes a snooty brigadier and back-seat status for Hippo. These second-art developments of revenge on the Brigadier, post-war epiphanies, at an English breakfast table, and Hippo's apothecary as a sacrificial hero of the Sicilian invasion, strike me as being slightly manufactured. They replace the more intriguing mystery of the first half, which is not unrelated to the question why the play has been written, let alone performed in its first place.

Adrian Noble's production leaves little time for such ruminations. It gives the full works to an engaging if uneven piece of work, opening with a spectacular comic coup of splendidly kitted-out officers, a cornucopia of creased khaki and peaked caps, applauding an invisible tank display while Monty (David Whitaker) announces the advance on Rommel at Alamain. Cairo is subsequently seen as less of a theatre of war as a Casablanca-ish back-

ground to thwarted passions, loaded night club conversations (the five-piece band and Colin Sell's music come into their own here) and shady deals.

Mr Wright's characters are fictional, though he acknowledges the inspiration of Basil Davidson's *Special Operations Europe*. The scenes with a Yugoslav partisan—in Wandsworth prison after the German occupation and later in Cairo—are less successful than the Dad's Army-like muddle percolating through the ranks from the highest level where Tito is thought to be some sort of Bolshevik acronym.

There is much shunting around of furniture and although Chris Dyer's double end stage of white slatted doors is efficient, one again feels that the only real test of a play like this can be on a large stage. Hippo's political progress is paralleled with a fellow officer's emotional disintegration, and Peter Eyre is touchingly impressive when his flirtatious around of furniture and although Chris Dyer's double end stage of white slatted doors is efficient, one again feels that the only real test of a play like this can be on a large stage. Hippo's political progress is paralleled with a fellow officer's emotional disintegration, and Peter Eyre is touchingly impressive when his flirtatious around of furniture and although Chris Dyer's double end stage of white slatted doors is efficient, one again feels that the only real test of a play like this can be on a large stage. 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## FOREIGN AFFAIRS: ARMS CONTROL

## Hawks, doves and no agenda

By Ian Davidson

JUST ABOUT a year ago, shortly after the deployment of the first Euro-missiles, the Russians walked out of the nuclear arms talks in Geneva. Next month, sooner than most people would have predicted, the superpowers will try to make a fresh start in their dialogue on arms control, at a meeting between their foreign ministers in Geneva.

So far as it goes, this ought to be a step forward. Dialogue must be preferable to no dialogue, if it implies a willingness on both sides to ease off from confrontation. But it would be prudent not to pitch expectations too high.

Rapid progress towards an agreement can probably be ruled out right away. U.S. Administration spokesmen have already warned us not to expect that much. The January meeting will not mark a simple resumption either of the Strategic Arms Reduction Talks (SALT) or of the Euro-missile negotiations which were broken off a year ago. Instead, it will be the beginning of an entirely new approach, which the Americans call "umbrella" talks, with wider but indeterminate agenda. The first problem facing the superpowers will be to negotiate on this agenda.

The Warsaw Pact foreign ministers have recently welcomed the agreement reached by the Soviet Union and the United States to hold talks on the entire complex of questions

## The superpowers are facing a blank sheet of paper

concerning nuclear and space arms, and they went on to recall in more detail what they see as the purposes of the meeting: "the strengthening of strategic stability, the prevention of the militarisation of outer space, the lowering of the level of nuclear confrontation in Europe and in the world as a whole, by way of reducing both strategic and medium-range nuclear arms."

Well, that's splendid, then; at least the Russians are no longer refusing to discuss strategic nuclear forces, demanding as a pre-condition that the

American Euro-missiles must be removed, before negotiations can be resumed. And perhaps the Geneva talks should be about all the things that the Warsaw Pact says they should be about. But I am not at all confident that there can yet be said to be an agreement on the agenda for Geneva.

Indeed, the first and perhaps the only item on the agenda in Geneva will be to start talking about the agenda for future negotiations: what military capabilities, present or future, are up for negotiation, with what objectives, and by which rules and procedures. In some sense, the superpowers are facing a blank sheet of paper, and are having to ask themselves, and each other, three rather difficult questions: what are arms control negotiations for; do they serve any useful purpose, on the historical record; and what, specifically, can be done now?

Answering these questions will not be a short or painless process. But there is a second reason why the Geneva meeting is unlikely to lead to rapid progress towards an agreement, and this is that the U.S. Administration does not have a unanimous answer to them.

In President Reagan's first term we became accustomed to the idea that arms control policy in Washington was a two-track affair: in the foreground a series of presidential announcements; in the background a continuous bureaucratic struggle between the hawks and the arms control doves.

During that first term, the bureaucratic struggle was not finally put to rest. Before the President could be forced to decide whether to sign or not, the Russians walked out of the negotiations in Geneva. One is tempted to say, with hindsight, that this was characteristically short-sighted of them; they would have had much more ground for a tank if they had waited three months, for his ill-considered speech launching the Star Wars dream. But then, perhaps, they had not properly studied Ronald Reagan.

That the good news is that President Reagan seems to be trying to take the arms control



Mr. Gromyko, Soviet Foreign Minister (left) and Mr. Shultz, U.S. Secretary of State, at the White House in October

issue more seriously; it is even possible that now, for the first time, he has accepted that he needs to crown his career with an agreement with the Russians. Mr. George Shultz, the U.S. Secretary of State, who seems to have been a strangely marginal figure during the Star Wars and Euro-missile talks, appears to be in the ascendancy in the preparations for the "umbrella" talks in Geneva. Mr. Paul Nitze, the arch-veteran of U.S. arms control, and mistrusted by the hawks as a man dangerously liable to look for a negotiable agreement if he could find it, has been appointed special adviser. These and other key figures in the administration have been holding intensive, and secret, discussions to prepare for the Geneva meeting. Perhaps arms control is, after all, a serious purpose, not just a public relations exercise.

The bad news is that the fundamental policy struggle remains unresolved at the working level. For the time being, all the key figures remain in their previous places in the Washington political firmament: Mr. Richard Perle, the arch-hawk known by the arms controllers as the Prince of Darkness, is still in his pivotal position at the Pentagon. If the participants in the pre-Geneva discussions have been bound by vows of silence, it is less to

conceal America's negotiating position from the Russians than to hide the profound differences within the Administration. Some believe that the battles will be even fiercer than before, because the hawks may fear that this time the President might conceivably be genuinely committed to the arms control camp.

In the short history of arms control negotiations, no bargains have been struck without the intervention of the U.S. President. The critical question facing advocates of arms control, in the U.S. and in Europe and in the Soviet Union, is whether it will be possible sufficiently to engage President Reagan's attention in the intellectual complexities of military strategy to make a decisive contribution to what has hitherto been an anarchic bureaucratic brawl. On the evidence of the past four years, it is straining credulity to imagine that Ronald Reagan, in his mid-70s, will suddenly acquire new work habits. On the other hand, one should not despair; we could be in for a surprise.

It may seem disingenuous to claim that the superpowers are facing a blank sheet of paper as they approach the January meeting. For one thing, there are reams of paper describing how arms control has been handled

in the past, and these precedents cannot fail to influence the current set of antagonists; on both sides there are acquired expectations about procedures, about the arguments, and about the methods of calculating profit and loss.

For another, there is a degree of inevitability about the eventual negotiating agenda. The Russians are disturbed by the destabilising implications of the current set of antagonists; on both sides there are acquired expectations about procedures, about the arguments, and about the methods of calculating profit and loss.

This is the line that Professor Lawrence Freedman takes in his essay in a new book, *Armed Peace*. "It is my contention that the strategic issues at stake in the arms talks are certainly not of cosmic, and might not even be of marginal, significance. The nuclear relationship is stable, in that neither side could enter without the most anything other than the most horrific possibilities."

More surprisingly, this thinking is also reflected in the decision of Senator Barry Goldwater, new chairman of the Senate Armed Services Committee, to oppose the MX missile programme. "I'm not one of these freeze-the-nukes nuts, but I think we have enough, I think they have more than enough and I don't see any big sense in going ahead building."

On the other hand, most dispassionate judges say that the Anti-Ballistic Missile Treaty, with its limits on defensive systems, has been useful in sustaining stability through mutual vulnerability. It is this treaty which could be threatened by the U.S. Star Wars programme.

Aside from the technical arguments, the arms control process has now come to assume, in the world's public opinion, enormous importance as a barometer of the political relationship between the superpowers. Arms negotiations should require, and may be a sign of, some lessening of tension. In this case, the judgment of the man in the street may be sounder than that of some of the experts.

*Armed Peace, edited by Josephine Howe, Macmillan £22.50.*

It might not matter all that much if the Russians had twice as many warheads as the Americans: the U.S. would still have more than enough to ensure a crippling retaliatory strike. Conversely, it is not obvious that the world would be safer if the superpowers reduced their missiles by one third, as proposed by the U.S. in the Start talks.

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Lombard  
'I should have such worries'

By Samuel Brittan

A NEW LINE of scaremongering is now fashionable among some City scribblers and MPs. This is that sterling will rise against the dollar in 1985.

This was no misprint. I did say rise and not fall. For the new fear is that if the dollar weakens, Treasury revenues from North Sea oil will fall and thus remove the possibility of new tax cuts—now conservatively estimated by the Treasury at £1.5bn—from the next Budget. This fear looms large, in the Treasury committee's report on the Chancellor's Autumn Statement.

If this were all the Chancellor had to worry about, his would be a very easy job indeed. For years and years finance ministers, central bankers and assorted pundits have moaned about the high exchange rate of the dollar, but have been at a loss to know what to do about it.

By and large they have been right. For although blaming America for Europe's economic ills is too popular and buck-passing a sport, a fall in the dollar against the world's main currencies would probably be beneficial.

Import prices in Europe and Japan would fall, although by nothing like as much as the drop in the dollar. Probably more important, central banks outside the dollar area would be less inhibited about pursuing easier money or lower interest rates policies.

Do these benefits not apply to Britain because of the existence of North Sea oil? It would be astonishing if it were so.

Take for instance the oft-repeated assertion that a 10 per cent drop in the dollar against sterling would wipe out the £1.5bn of tax cuts now projected. This would be true, as the Treasury's economic adviser, Sir Terence Burns, forced the Committee to admit, only if (inter alia) the price of oil in dollars remained unchanged. But the sterling oil price fell by 10 per cent too.

It would of course be extraordinary for a fall in the dollar to fall to strengthen the oil price as conventionally denominated. The oil price is expressed in dollars, but the state of the oil market, and the strength of Opec are ultimately expressed in the real price of oil, that is its price in terms of other products. One reason why the dollar denominated oil price

has been weak this year is that the dollar has been strong.

In real terms it is doubtful if there has been much, if any, fall. If the dollar were to weaken, then, in any given condition of the oil market, the dollar price of oil would rise.

Let us suppose that the oil price effect were less than 100 per cent. Then UK oil revenues would be slightly less than now projected, although the difference would be nothing like £1.5bn. But to look at the revenue effect alone is one-eyed economics. The 1985 inflation rate would be lower, not only because of lower oil prices, but because of lower prices of other dollar-influenced imports. Economic activity would be higher as already explained because of lower interest rates in Europe and Japan—which would be likely to outweigh any offsetting tightening in the U.S. itself.

The odds are, then, that even if tax cuts were smaller, the UK standard of living would rise, and people care about their real take-home pay rather than whether that has increased because of lower inflation, less tax or improved economic activity.

It is in fact extremely unlikely even that tax cuts would be any the less. They could even be greater. The Government's medium term Public Sector Borrowing Requirement targets are meant to be only illustrative and approximate.

In the assumed circumstances the Chancellor and his advisers would almost certainly conclude that they could afford a moderately higher PSBR without unacceptable consequences for inflation or interest rates.

The Government is partly itself to blame for the phoney scare. First it has put too much emphasis on tax cuts as ends in themselves rather than as a means to improve real take-home pay or increased personal choice. Secondly, it has put too much emphasis on intermediate targets such as the PSBR and the monetary aggregates.

After all, the small print of the official documents and even some of the Government's own actions show that these famous targets are merely means towards the non-inflationary management of demand and, as such, need to be adjusted in the light of circumstances.

Why not then say so, loudly and clearly?

## So who owns Telecom?

From Roger Buckland

Sir,—Congratulations on your leader of December 4 regarding British Telecom. I would suggest that it is surely ridiculous the case made by Professor Davis and myself earlier in the year for treating privatisation issues differently in order to avoid this tightrope of finance. It seems, sadly, to take many of our most respected financial failure and bad advice to provoke change in the City. Perhaps some figures would help.

If there are 60m shares in British Telecom, I personally 'own' 110 of them (in round numbers). My gross return is £55 for a gross return of £71.50 and at a cost of £6.05 in vouchers, free shares and fees to bankers, brokers, etc. The Stock Exchange agrees that such shares are worth (fully-paid) a total of £22.70. This suggests that I, along with every other person in Britain and Northern Ireland, have paid £20.25 for Telecom's sale. In round numbers, an aggregate of £1.65bn.

The most important point is that no one, at any time, has given any justification that the supposed benefits from privatisation will make me £30 better off: remember that gross national income would have to increase permanently by some £150m per year to achieve that. Should we not know the basis for the Government's claims that privatisation "works"?

## Bought a good book?

From Mr M. E. Corby

Sir,—Mr Cowie (Dec. 4) is mistaken in his view that the book trade operates "a rigid restrictive practice of price maintenance." There are two classes of books: net books where there is a minimum fixed price; and non-net books which have a recommended price.

The net book agreement exists to enable the trade to produce and stock a wide range of titles. Prices as distinct from service competition for books would probably result in the production of fewer titles as the trade would concentrate on fast moving titles. Far from assisting the growth of literacy or improving the quality of titles the abolition of the net book agreement would tend to have the opposite effect.

The trade is unlikely to concentrate on producing "rubbish" in this event because quality sells best, as a glance at the best seller lists would have told Mr Cowie. However, it would make the production of first novels, poetry, and specialist titles more difficult. In this area production runs are already small and further cutbacks would raise unit costs

## Letters to the Editor

From Mr J. Wallace MP

Sir,—I am grateful to Peter Walker's adviser, Jim Potter, for writing (November 19) to point out that the apparent wide differences of opinion between myself and British Gas upon the impact of its sales programmes are more a matter of degree than of fundamental principle. Given British Gas's endorsement of the policy, I am sure he must be right.

Over the past decade, British Gas has managed to increase the availability and consumption of gas within our homes, and in so doing succeeded in dominating the residential heating market. If its new sales campaign is successful, it will result in a further increase of 13.5 per cent in the amount of gas consumed annually in British homes. During the last ten years, however, overall residential energy consumption has remained constant.

As part of his drive to make Britain the most energy efficient nation in Europe "within the lifetime of this Parliament," Peter Walker, the Energy Secretary, is promoting the concept of reducing our nation's energy consumption by a minimum of 20 per cent.

Of course such an objective could arguably be compatible with British Gas' own target, but only if the other major residential fuels—solid fuel and electricity—were deliberately restricted from seeking to improve their already much-diminished market shares. Certainly so far as the latter fuel is concerned, the aggressive sales campaigns have given no hint of any wish to do so voluntarily.

Stuck in between these two fuel giants—both arguing they are the most efficient, both blatantly seeking to expand their own sales—is the poor, wretched consumer who is required to underwrite both the high-pitched marketing campaigns and eventually the substantial capital investments required to provide the fuel for future years.

Within the next 15 years, as well as its Norwegian Sleipner purchase, British Gas also wishes to develop 45 new British Gas fields; and the Central Electricity Generating Board maintains it needs to build the equivalent megawatt power of

## Efficient use of energy

From Mr J. Wallace MP

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Within the next 15 years, as well as its Norwegian Sleipner purchase, British Gas also wishes to develop 45 new British Gas fields; and the Central Electricity Generating Board maintains it needs to build the equivalent megawatt power of

eight further Sizewell B's. While the likely costs of such projects are not yet known, they will inevitably be enormously expensive involving the nation in the expenditure of many, many billions of pounds.

Like the House of Commons Select Committee on Energy, I remain amazed that so long after the first oil crisis, nobody has seriously considered, within the fuel industries, or in their sponsoring government department, appears to undertake any formal studies to establish the extent to which investment in energy conservation measures might be more cost-effective than investment in such new supply sources. It must be in the national interest that they are done, and soon.

Jim Wallace,  
House of Commons, SW1.

## Forecourt rescue

From the Senior Solicitor, Total Oil Great Britain

Sir,—Mr Hermann (November 29) in his commentary on the Court of Appeal decision in Alec Lobb (Garages) v Total Oil Great Britain, omitted to mention two significant facts. The first is that the premium of £35,000 paid by Total for the grant of the 51-year lease represented the full market value of that lease, subject to the 21-year sub-lease, as determined by a professional valuation carried out at the time.

The second is that the 21-year sub-lease contained a clause entitling either party to break the sub-lease, and consequently to terminate the tie, at the end of the 7th or 14th year of the term. Accordingly the tie was only for a definite period of seven years which, in the circumstances of the case, was considered by the Court of Appeal to be reasonable. It is true that exercising the break clause would have meant giving up the right to trade from the petrol station but, as Lord Justice Dillon pointed out in his judgment, Alec Lobb (Garages) had already received the substantial value of that petrol station by way of the premium paid by Total for the lease.

The emotive comparison of this case with a shipwrecked man being rescued only against a promise of a 21-year servitude is misleading. I certainly agree that such a promise would not be enforceable but neither would a promise, given in similar circumstances, of a 5-year servitude or even a 1-year servitude.

It is important to bear in mind that the judgment was based on the circumstances of the case not just those points highlighted by Mr Hermann.

M. F. Symonds,  
33, Cavendish Square, W1.



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Björn Svedberg  
President and Chief Executive Officer  
L.M. Ericsson Telephone Company  
Stockholm, Sweden

If you have any doubts about the growing internationalization of business, ask Björn Svedberg. He's the chief executive of L.M. Ericsson, the fastest-growing information processing company in Europe. And a world leader in digital telephone switching.

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# FINANCIAL TIMES

Monday December 10 1984



## Terry Byland on Wall Street The block trades build up

IT WAS a hectic week for Wall Street's block traders, those hardy souls who specialise in buying or selling massive parcels of stock without driving the price too strongly against their own interests. A stock market not always sure where it was going was often featured, if not dominated, by dramatic trading in a few highly specialised situations.

The week opened with the turnover of about two thirds of the British Telecom issue on its first day. By Friday night more than 24m of its ADRs had been turned over in New York. Only 18m are in issue, so some changed ownership twice within the week.

About a fifth of Union Carbide's equity was turned over, worth anything between \$550m and \$730m in terms of market capitalisation. Union Carbide is clearly a special situation at present. The footprints of the block traders and the third market firms that concentrate on the big deals are disclosed more clearly in the market's current frenzy of takeover speculation.

Nearly 10 per cent of the equity of Phillips Petroleum was traded last week as Mr T. Boone Pickens crowded the directors against the ropes. Mr Irwin Jacobs' attack on ITT reached a crescendo when there was a clash of opinions over the reporting of a big deal in ITT stock.

The boom in block trading in U.S. securities markets has become an established part of the investment scene. According to the New York Stock Exchange (NYSE), block trades—defined arbitrarily as deals in 10,000 or more shares—have risen from a mere 16 per cent of monthly turnover in 1971 to 49.2 per cent in November, after peaking at 51.2 per cent in June this year.

The picture is no different in the electronically based market of the National Association of Securities Dealers (Nasdaq). Blocks of 10,000 shares or more traded on Nasdaq's national market system represent about 40 per cent of the monthly total. The national market system represents about 57 per cent of Nasdaq's total turnover.

The growth in block trading reflects several factors in a changing U.S. securities industry. The pre-eminence of the institutional investors, now the originators of as much as three quarters of daily turnover on the NYSE, is one. Traditionally, the private investor rears his presence when U.S. markets are in a bull phase, but the NYSE statistics indicate that the great growth in block trades came in the 1982-83 bull market.

A boost to the large traders has been the spectacular takeover battles of the past few years. As the size of bids has increased from \$1bn to over \$10bn, so have tactics changed. The massive financial investment involved in the oil industry bids has stimulated the need for speedy accumulation of blocks of stocks by trading firms acting as agents, as well as by the straightforward arbitrageurs acting on their own behalf as principals.

The emergence of the block trading market has, in turn, stimulated the appearance of the so-called third market, where stocks of quoted firms are traded off the market floor. Third-market firms, of which Jefferies is by far the biggest, aim their attentions almost entirely at institutions or very large private investors. Jefferies is not a member of the NYSE, although it has been. Last week's scrimmage in ITT stock was resolved on Friday when Jefferies reached an acceptable understanding with Mr Irwin Jacobs and dropped any further dispute with the NYSE.

Mr Jacobs, and Jefferies, his broker, believed he had bought 1.8m of a 2m block of ITT stock; the institution of the specialist that he had traded only 500,000 shares was borne out when the books were examined. Jefferies was able to find the balance of the stock at a price acceptable to Jacobs, so there the matter rests.

## Tribal rites on an unpacific isle

THERE IS a green hill far away—very far away. It is called Tiendanit and it is a Melanesian tribal burial ground in a distant northern corner of the remote island of New Caledonia, in the middle of the Pacific Ocean, on the Tropic of Capricorn. It is none the less part of France.

Here, on Saturday evening, as dusk fell under scudding rain clouds, 10 Melanesians, or Kanaks, murdered 72 hours before in an ambush, presumably by French settlers, were laid to rest. The origins of the burial rituals are a matter for the Kanaks themselves and for social anthropologists, but their impact was universal.

The future of New Caledonia—independence, greater autonomy, or retention of the territorial status quo—is a deeply divisive political issue in France.

Increasingly, as attitudes harden, it is seen as a matter of life, liberty, and regrettably, death to the 62,000 Melanesians and 54,000 Europeans who make up 80 per cent of the island's 145,000 population.

On Saturday, in the ancestral burial grounds, there was a brief respite from high and low politics and principles. Perhaps television has insured us all to grief, at home and in far-flung corners of the world, but there was something unforgettable about these funeral rites.

They were, if nothing else, something that New Caledonia had not seen for 67 years, not since the 1917 rebellion led by the tribal chief Noel had been crushed.

The first thing that struck us as we trudged up the last few hundred yards of the muddy track from the village of Hienghene 13 miles away—a trip we would never have made but for the kindness of a Kanak with a pick-up truck—was the

## Jurek Martin watches Melanesians bury their dead in New Caledonia

noise. A high and low-pitched keening and wailing drifted down on the breeze and continued unabated for hours.

The church, at the top of the grassy hill, was the soul of simplicity—concrete blocks, open at the sides, a tin roof and earthen floor. To one side, the 10 graves were still being dug by Kanaks stripped to the waist as the funeral in one of the eight Kanak languages, in French and even, fleetingly, in Latin, progressed. Laments were mixed with prayers, a strange but somehow perfect ecumenical model.

The mood of the crowd of several hundred was one of ineffable sadness but, miraculously, not anger. The congregation was, naturally, mostly Kanak, many of the women and young girls in print floral dresses—some carrying wreaths of violets, iris and bougainvillea that would have made a professional florist proud—the men and boys in T-shirts, jeans and shorts, many heavily bearded, a few sporting Rastafarian dreadlocks.

Even in their grief, they were polite, almost politely so, far more than is the wont of their French mentors, or, as some of them see it, oppressors. I asked one where he had come from and he replied, briefly, "Loim" (far). To have asked more, one sensed, would have been an intrusion.

There were some white faces there, too, less reticent: a local hotelier, utterly French, born in Orange, but 30 years in New Caledonia. Henry (not Henri) Fairbank, his grandfather was British—had had his own simple but lovely little

resort on the seaside next to the grass airstrip set alight but salvaged with little damage only days before. He was later to rescue a dozen stranded journalists.

There was an Australian woman, an anthropologist, furious about the way a French television camera crew was going about its necessary business; and an Englishwoman, married to a French settler, who used to live in and love the Hienghene region, but who has now moved to the apparent safety of Noumea, the capital, 180 miles away. She was, she confessed, terrified beyond measure by the polarisation that has settled on New Caledonia.

Some were not there. Jean Marie Tjibou, president of the provisional Kanak liberation Government, which is demanding independence, two of whose brothers were among the dead, was still in Hienghene, advised, perhaps by the French authorities, perhaps by anonymous threats, not to attend.

M. Edgard Plassi, President Francois Mitterrand's special emissary, was not there either, presumably for the same security reasons, although a representative of the French High Commission was present.

Guns were there, too, although not on the hill at Tiendanit itself. The first we encountered, near the burnt-out hulks of the two vehicles caught in the ambush, seven miles down the track, was from FLNKS, the Kanak independence movement.

Later, closer to the burial grounds, were the French gen-

darmes, perhaps 50 of them, of the 1,800 down in France. Professional, discreet, despite their helicopters and armoured personnel carriers, they were there to ensure that nobody tried to repeat last Wednesday night's ambush. The chief suspect, a settler of mixed Melanesian and French descent has reportedly taken to the wilder hills with his 12-year-old son.

In the end, inevitably, the latter half of the twentieth century always makes itself felt. It is too far to walk easily to Tiendanit from Hienghene, so people came by trucks, buses, and cars. Mostly they made it to the muddy top of the track, but leaving was another matter.

In the mire, there was no way to turn around and vehicles were still stuck well after midnight, hours after the funeral was over.

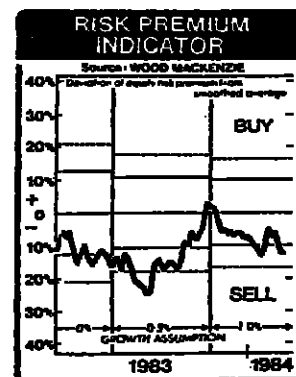
For those returning to Noumea, that night and the next day there was another problem. The scarcest commodity in the Hienghene region is petrol. Barricades have prevented tankers getting through for the best part of two months and those with it know its market value.

A car-load of Australian journalists, down to their last litre and a long way from an open garage, paid the small sum of 50,000 Pacific francs (\$300) for a tankful.

Not all were so mercenary. The Kanak who rescued us from a tropical downpour as we tried to hitchhike from the airstrip and who had to endure our half-frightened questions as he drove us further into these wild, barely charted hills, would not accept as much as a Pacific sou for getting us there.

"I am here," he said, "you should be here, that is enough." We shook hands at that.

## THE LEX COLUMN Earnings at a discount



For many years the standard yardstick of share values, the price-earnings ratio, has been hobbling along under manifold difficulties. Notoriously, the high inflation of the 1970s made a mess of the earnings calculation; the available measure of "e" was just not a worthwhile denominator. Just as the relative value of different shares was getting harder to determine, it became apparent that the p/e of the whole market had lost any claim to indicate whether the market was cheap or dear at different times.

With hindsight, it could be seen that the London market was cheap on a multiple of 14 in 1970, but expensive at eight times earnings in 1974. In much the same way, it is a matter of chronic dispute whether the Tokyo stock market is really more expensive than its Western counterparts—or just has higher p/e ratios.

The fact that the p/e ratio never-theless survives in common use suggests that there is still a core of sense in it; high multiples usually indicate premium ratings, based generally on an expectation of higher-than-average growth in profits. The implicit picture is one in which the market functions like a horse-race handicapper—adjusting share prices so that in the long run total returns all reach the same finishing line. It is only fair for a high-growth company to carry the burden of a higher p/e than the market puts on static earnings. Equally, if the financial going is sticky—in terms of high interest rates—it is reasonable for multiples to be reduced right down the card.

In a rough and ready way, most users of the earnings multiple are doing something like this, trying to assess whether the price is a fair reflection of the company's growth and dividend potential. The investor's assessment thus refers directly to the company's assumed growth rate and to long-term interest rates—which identify the opportunity cost of waiting for its dividend stream.

Converting this line of thought into a systematic way of valuing the market—or individual stocks—has tantalised many a market analyst.

The basic idea of any such model must be to take the growth assumptions and interest rates explicitly into account, using them to decide whether the current share price is asking more for the future earnings stream than it is worth.

Perhaps the best known attempt is the risk-premium model developed by Wood Mackenzie. This measures the extra returns on equities as against gilt-edged, broadly indicating that the market is dear when the excess is below its long-run trend. In its most recent form, this explicitly allows for changing assumptions as to future growth.

Thus, when the general market expectation of dividend growth justifiably improved—from 1983—WM's traditional assumption that dividends would stay constant in real terms forced its model to describe the market as an overvalued "sell".

It is an open question whether it was a defeat for the original model—or a demonstration of realism—that WM decided to fall into line and raise its growth assumption. The current *dender cri* is a model—invented by a French-Cambodian analyst, M. Rangsi Sam—which uses the growth/interest rate information to compute a single number, namely the number of years it takes for the discounted income stream to pay back the present share price. This certainly appears to make some sense of the suspicion that high Japanese multiples are all right, really, Japanese interest rates are low and earnings growth high, by most standards—so payback periods do not differ too outrageously from those found on lower p/e multiples in London or New York.

But to advocate the Sam payback period as a practical replacement for the p/e is perhaps going a bit far. What is needed is something more "back of the envelope", perhaps starting off with the actual p/e and adjusting it in line with what is believed about growth and interest

rates. Then, as Robin Gilbert (of James Capel) suggested a few years ago, it is possible to make a crude but useful decision. If your adjusted version of the market p/e is higher than the actual one, the market might conceivably be cheap.

### ACT/Apricot

In the light of Acorn Computers' withdrawal from the U.S. market, Applied Computer Techniques' announcement that it is striding fearlessly into the fray over there might seem bold, to say the least. But whether or not ACT's Apricot computer manages to crack the combined armour of IBM and Apple, the company has concocted an ingenious way of deferring the effect on its own accounts.

In order to finance the U.S. operation, ACT has formed a new company, Apricot, of which it owns just under 20 per cent. The balance has been taken up by institutions, ACT shareholders, and other investors through a placing and an offer for subscription, which closed last week.

Since the initial promotion costs are expected to be \$6.5m, Apricot is almost bound to make a loss in the first year. But until ACT acquires a majority stake, it will not consolidate any losses. If and when Apricot starts earning, ACT can buy another 40 per cent of the shares. In that case, Apricot shareholders can keep three shares out of five, and can exchange the other two for shares in ACT itself.

If Apricot falls short of the 0.5 per cent share of the U.S. market that it needs to break even, its shareholders can sell themselves out, either into ACT shares or cash equivalent to their original stake. ACT shareholders would have to swallow only a small loss from Apricot, since its fixed costs are low. But even if the Apricot shareholders then converted to ACT shares, the dilution would be limited to 9.2 per cent.

Given that ACT has launched three rights issues in the last two years, a further call might have stretched the market's patience just a bit. This gives ACT's existing shareholders a direct way to cash in on a new venture; and if they eventually decide to convert back into ACT, the effective rights issue should have worn its disguise for long enough to avoid offence.

## U.S. officials seek strategy to cut trade deficit with Tokyo

BY STEWART FLEMING IN WASHINGTON

A U.S. Cabinet-level trade policy group is scheduled to meet today in Washington in an attempt to formulate a more effective strategy for reducing the \$35bn a year trade deficit with Japan, Reagan Administration officials say.

The meeting comes only a few weeks before Mr Yasuhiro Nakasone, the Japanese Prime Minister, is due to hold discussions with President Ronald Reagan in Los Angeles on January 2. That session is being seen by some U.S. trade officials as likely to set the tone for U.S.-Japanese trade relations during the second Reagan Administration.

Some trade officials want the U.S. to take a tougher line with Japan on trade issues. They are anxious that the close personal relations between Mr Reagan and Mr Nakasone should not cast too warm a glow over discussions on trade issues, something which it is said has happened in the past to the detriment of U.S. interests.

A strong hint of the mounting frustration among trade officials in the Reagan Administration is contained in a speech to be given today in Tokyo by Mr Lionel Olmer, under secretary of commerce for international trade, the highest rank-

ing U.S. trade official to visit Japan since the presidential election, as he is expected to tell the Japanese bluntly that they must take active steps to reduce mounting trade friction between the two countries.

In an advanced text of a speech he will give in Tokyo Mr Olmer says: "Put strictly in terms of trade (U.S.) patience is running out because our access to Japan's market is seen by almost everyone in my country and elsewhere as nowhere equal to Japan's access to other markets."

"Make no mistake," he says, "this perception is expressed with great vehemence in Europe and runs the risk of derailing any progress towards global trade liberalisation." Mr Olmer calls on Japan to "abandon the security of the rich outsider" and shoulder the responsibilities it has as the second largest industrial economy in the free world. He says that Japan should "establish imports of foreign goods as a national priority at least equivalent to its long-standing goal of exporting."

The Reagan Administration is under mounting pressure from the business community to adopt a more muscular approach to trade issues in general and to Japan in

particular in the face of a soaring trade deficit, expected to reach \$130bn this year, and evidence that imports are taking a growing share of domestic high technology markets.

Last week the advisory council on Japan-U.S. economic relations, a group consisting of 75 senior U.S. business leaders with a significant involvement in Japan-U.S. commerce and chaired by Mr Edson Spencer, chief executive of Honeywell, issued a hard-hitting report on trends in Japanese telecommunications markets.

There are fears that forthcoming changes in laws covering the Japanese telecommunications market will make it harder for U.S. companies to sell to Japan.

There are suggestions that Mr Reagan will press for Japan to aim for a higher rate of economic growth on the grounds that it might lead to a faster rate of absorption of foreign imports.

It is recognised, however, that expanding foreign export penetration of the Japanese market is complex because of the unusual structure of the Japanese economy. That is one reason why Mr Olmer is proposing that Japan adopt an active policy of fostering import growth.

## Germans see EMS stability

By Jonathan Carr in Frankfurt

WEST GERMAN monetary authorities believe there is a good chance that no currency realignment within the European Monetary System (EMS) will be needed for at least another year.

It is pointed out that the EMS countries are following similar economic policies (albeit with varying success) and that no general election is scheduled for a large member state in 1985.

Those factors, it is felt, help make for a further long period of relative calm in the EMS, which had seven realignments in its first four years to March 1983, but none since then. It is agreed that much depends on the U.S. dollar, whose strength so far against the EMS currencies (including the key D-Mark) has helped to ease strains within the EMS itself.

Should the dollar fall sharply in coming months (and West German authorities hazard no forecast) then a surge of funds into the D-Mark more than into other European currencies would bring new tensions to the EMS.

However, even in that event, it is noted that European central banks have been markedly increasing their holdings of D-Marks, and are thus well armed to defend their currencies through intervention if the need arises.

In a speech last week highly critical of aspects of the EMS, the Bundesbank President, Herr Karl Otto Pohl, acknowledged none the less that the system was going through a long period of relative calm.

## Delors accord on EEC jobs

Continued from Page 1

sible for external trade relations with the rest of Europe, the U.S., and Japan, and with Sig Lorenz Natoli, the senior Italian Commissioner who takes on Lomé while retaining his responsibility for the enlargement of the Community to include Spain and Portugal.

Herr Karl-Heinz Narjes, the senior West German Commissioner, moves from running the internal market to the powerful industrial portfolio.

## Japan set for new VCR restraints

BY ROBERT COTTELL IN TOKYO

EUROPEAN and Japanese trade officials are expected to announce today details of an agreement restraining Japan's videotext recorder (VCR) exports to the European Community in 1985.

The agreement, the third to be made within a three-year framework set up by the EEC and Japan in February 1983, is expected to fix a ceiling of 2.25m units for shipments of complete VCRs—sharply lower than the ceiling of 3.95m units originally fixed for 1984.

The ceiling for exports of knock-down VCR kits to EEC countries, however, is expected to be raised from this year's 1.1m to 1.5m.

These details have not been officially confirmed in Tokyo, but have emerged from consultations between Japan's Ministry of International Trade and Industry and local electronics manufacturers.

The EEC views the main purpose of the restraint agreements as being the preservation of a segment of the European VCR market for domestic producers. The 1984 formula provided that Europe's domestic VCR producers might expect to make and sell at least 1.3m units, while Japan might expect to export up to 3.95m finished VCRs and up to 1.1m knock-down kits.

European Commission officials have been taking a tough line on the 1985 restraint agreement, after the over-optimism with which ceilings were fixed for 1984. They have been influenced by Japanese projections that EEC demand for VCRs would be around 6.5m units for the year.

In fact, EEC demand this year is likely to total about 4.5m units, of which domestic manufacturers are likely to account for fewer than 1m,

while Japanese shipments will fall well short of their ceiling levels.

The main negotiations underlying today's expected agreement took place last week, when Viscount Etienne Davignon, Vice-President of the European Commission, visited Tokyo for talks with Mr Keijiro Murat, Japan's Minister of International Trade and Industry. The two sides had reached a basic understanding by the time Viscount Davignon left Tokyo on Wednesday, but wanted further working-level talks before making commitments to specific figures.

EEC negotiators apparently think Japan is still being over-optimistic in its projections for European VCR demand, which the EEC expects to show little growth in 1985. The two sides are thought to have compromised on a bond of 5m to 5.5m units for EEC sales in 1985.

## Carbide unsure about Bhopal leak

Continued from Page 1

surrounded with a thick concrete shell.

Last Monday morning Tank A was empty and Tanks B and C were full with gas that had been stored for some weeks because of a two-month lull in pesticide production. It was in Tank C that, for a so far

unexplained reason, the temperature and pressure built up so much that the gas escaped down a special pipeline. (Tank B is still full and will be emptied soon, either by restarting production for one to two weeks or by neutralising and releasing it).

The pressure broke through a safety valve and the gas streamed

into a scrubber tank, where it should have been neutralised by caustic soda before flowing up a 300-foot flare chimney and passing out into the air. However, the scrubber did not work and the gas passed into the air in its lethal form.

"We have been informed by a worker that the scrubber was not operating at all because it was under maintenance," said Mr R.K. Yadav, general secretary of the trade union.

Managers say, however, that the scrubber was functioning. The trouble was that the gas flowed through

so quickly that the caustic soda did not have time to work.

There may also have been some delay in taking preventive action to cool down the tanks. Mr Yadav says that when a gas leak occurs an employee has to break the glass of a piltube, which releases water to cool down the tanks.

The gas only escaped for 45 minutes after 1am. So little is known about its lethal capability that the company assumed there would be only a small loss of life. Even 12 hours later, a maximum figure of fewer than 100 deaths was expected.

World Weather											
	°C	°F		°C	°F		°C	°F		°C	°F
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Algiers	18	64	Buenos Aires	12	54	Madrid	12	54	Buenos Aires	12	54
Antwerp	10	50	Cardiff	10	50	Manila	27	81	Calcutta	28	82
Athens	15	59	Frankfurt	5	41	Moscow	7	45	Chennai	28	82
Bahia	25	77	Hankow	15	59	Mumbai	28	82	Dhaka	28	82
Bombay	28	82	Hong Kong	25	77	Nairobi	25	77	Dhaka	28	82
Buenos Aires	12	54	London	10	50	Rangoon	28	82	London	10	50
Calcutta	28	82	Los Angeles	15	59	Seoul	10	50	Los Angeles	15	59
Cairo	22	72	Lyons	10	50	Singapore	27	81	Lyons	10	50
Cardiff	10	50	Madrid	12	54	Taipei	15	59	Madrid	12	54
Chennai	28	82	Manila	27	81	Tokyo	15	59	Manila	27	81
Copenhagen	10	50	Mexico City	25	77	Tokyo	15	59	Mexico City	25	77
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## FINANCIAL TIMES SURVEY

## LUXEMBOURG

By Paul Cheeseright

LUXEMBOURG IS compromise. The very size of its territory was the result of 19th century big-power negotiation. Its politics are subject to adjustment through successive coalition governments.

Its economic future lies in the search for balance between the demands of old industry and the pressures of new technology. Its vaunted social harmony requires freedom to make money, and controls to spend it.

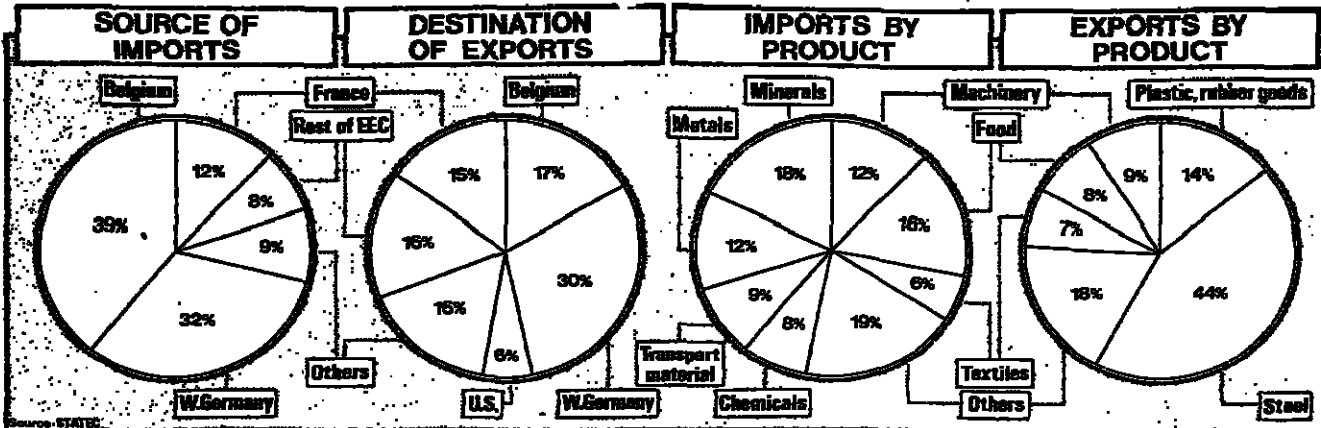
In its way this European micro-state exemplifies what is happening throughout an industrialised continent which has found itself being overtaken by new and less rigid economic powers.

The Grand Duchy, after all, was a single product state which climbed to prosperity when the steel it sold to others was the backbone of economic advance. Steel aroused and met social expectations. It meant a realisation of the dream of a full employment society.

Now the trappings of the dream remain in a society which by Western standards has scarcely any unemployment but the circumstances which set it off have departed. Arbed, the steel company, is not a contributor to the state, but a charge on it. It provides jobs but consumes wealth.

But the number of jobs is fewer. In numerical terms, until last year a job lost at Arbed was matched by a job created in financial services. That is no longer the case. Luxembourg needs new industry as much as any of the states around it.

At this stage, the pattern of compromise comes into play. At one level there could be no question of Arbed just firing people and leaving them to fend for themselves. Rather they have been provided with work at guaranteed wages. Arbed is probably the only steel company in Europe which has been restructuring without forced redundancies.



This micro-state exercises an influence within the EEC that is considerable for its size. Its future prosperity lies in establishing new industries alongside the old

## Compromises with a purpose

At another level there is a basic Government choice about the type of new economic activity which needs to be encouraged. In the crudest terms, the Government could seek to concentrate on high technology, create yet another pallid European version of Silicon Valley. Or it could just prop up existing industry.

In fact it has gone for both. It wants the high technology, to be sure, but because it has made jobs the main priority it has come to the conclusion that there is more to be gained, at least in the immediate future, by encouraging the development of existing industry.

There is a further level of compromise. Changes in existing industry and the formation of new ventures have to take place within the climate of what is called "social solidarity" — that is, a centrally controlled wages structure worked out through a system of conditional indexation,

backed by internal price controls.

"Labour costs are not so high as in most other European countries. They're less than in Belgium, the Netherlands or Germany," Mr. Johnny Lahure, Minister of State for the Economy, claims. "Even if wages are high, social insurance is not so high. So we're still in a good position."

Arguably, the sort of high-wage economy with its checks and balances between companies and wage earners would not be possible in a society larger and more diverse than Luxembourg's. And there are those in the Grand Duchy who believe it is not possible for too much longer.

The question here is whether the Government can patch, mend or whether it should do more basic thinking and work towards a vision which makes Luxembourg primarily a financial and services centre with some industry tucked around the sides. It is a question which,

in varying degrees, is faced by other and bigger Governments.

What is clear is that Luxembourg can do very little which antagonises its neighbours. The fact of the country's smallness is in itself a push towards compromise.

Foreign armies have trampled over what is now the territory of the Grand Duchy for centuries; the German occupations of the two world wars are only the most recent occasions. The difference between then and now is the international situation which has pushed Western powers together in opposition to the Soviet Union and superseded the concept of neutrality as the best defence.

Within the alliance and the groupings which are either part of it or run parallel with it, the future of Luxembourg, in a political sense, is more secure probably than it has even been. But Luxembourg's role still has to be fought for in chancelleries and boardrooms. Smallness and geographical

position in the heart of Europe are their own advantages. A company can arrive in Luxembourg and within 24 hours win a decision on the nature of the incentives it can expect to benefit from if it starts a new venture. On the other side, Ministers who have had to make such decisions can relate how any encouragement of, say, an American or a Japanese outsider will make him the subject of immediate pressure from the European competitors.

At a policy level, just such a clash has been worked through on the question of a satellite. The Government, which lost power last June, favoured a Luxembourg venture into space with the Coronet satellite, carrying not only television channels but telecommunications facilities.

Had it come off it would have been a bold leap. The freedom to provide services which is the backbone of the growth of the banking centre could have been

applied to telecommunications. Luxembourg could be the centre of an international communications system.

The plan stalled for two reasons. First, because the power of Luxembourg was no match for France and West Germany, each of which had its own reasons for opposing the idea.

The second problem was the opposition of Radio Television Luxembourg, which wanted satellite channels — and quickly — and the French satellite was the quickest way of getting them. As RTL's parent is the biggest taxpayer in the Grand Duchy it had real power. A small state cannot fend off both its biggest taxpayer and its two most powerful neighbours.

## Veto

At a detailed level, then, the power of Luxembourg remains limited. But on a political level, it exercises and fights for an influence which exceeds its size. A state which has a budget much the same as that of the Greater London Council but a population a twentieth of the size of London can send a representative to the EEC Council of Ministers with the power of veto.

Where its own direct interests are at stake, Luxembourg has the protection of the rules of the EEC. For example, it can seek special provisions on the freedom of movement in the EEC to counter, say, an expected flow of Portuguese workers to the Grand Duchy when Portugal joins the Community (Portuguese make up a sizeable minority in Luxembourg).

Its position in the EEC has been strengthened by the presence in the Grand Duchy of EEC institutions — the European Investment Bank, the Court of Justice, some of the parliamentary services — and for three months of every year the Council of Ministers.

It has been argued many times that spreading EEC institutions around Europe is inefficient and wasteful. But those in Luxembourg are needed for their economic benefits. The Government fights to keep them, just as the rules allow.



Profile: Jacques Santer, Government president

## Adept conciliator at head of coalition

NO SURPRISES when Mr. Jacques Santer became president of the Luxembourg Government after last June's election. He was the chosen successor of Mr. Pierre Werner, the outgoing president and for long the major force in Grand Ducal politics.

Mr. Santer himself is young enough to dominate Luxembourg politics for at least a decade unless the electoral tides suddenly change. And he is lucky enough to be taking over with the recession past the worst.

## Aide

His move to the top job is a reward for a lifetime in politics. At 47, he has spent only two years of his working life outside, as a lawyer at the Court of Appeal after he had finished studying in Strasbourg and Paris.

He put his foot on the political ladder in 1965 as an aide to the then Minister of Employment and Social Security.

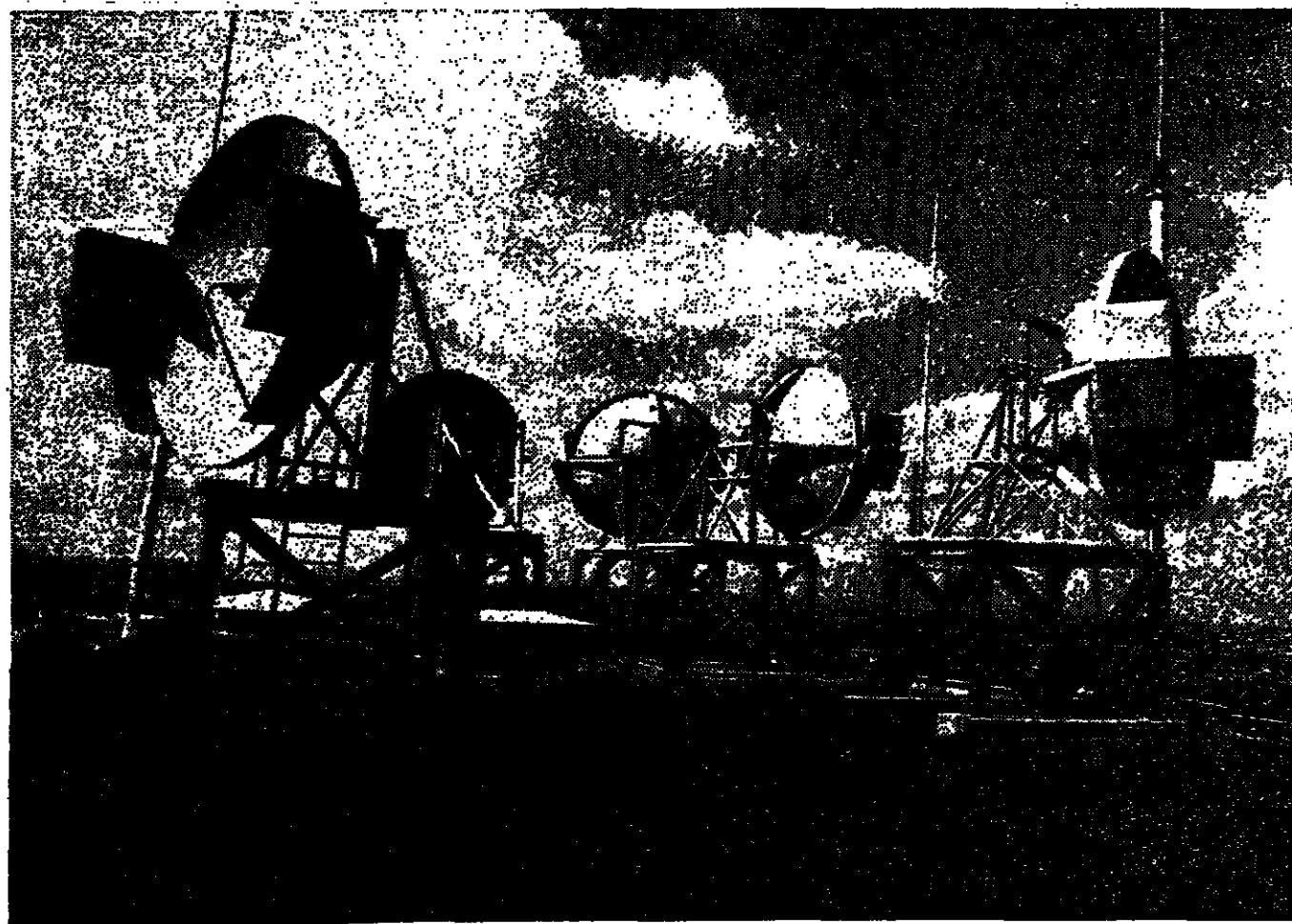
Since then he has been secretary of the Social Christians, the party president, a member of the Chamber of Deputies, a

member of the European Parliament — he was elected again last June — and has held a string of Cabinet posts.

Mr. Santer has kept the Finance Ministry in the new Government. He first took it over in 1979 when the Social Christians came back into power after an electoral defeat five years previously. It ensures that he will not be just a titular head of government.

He comes across as a conciliator, adept at political negotiation. His first success as leader, from his party's point of view, was to keep the main threads of Christian Social policy intact during the talks with the Socialists on the formation of a new coalition, even if he had to sacrifice some of the choicer government posts.

"The new Government is working as a team. There is no difficulty in managing it," he asserted. That is not quite the impression of local commentators who see the first cracks in a partnership that, on the basis of previous Social Christian-Socialist coalitions, could be difficult to run.



Directional radio installation at Luxembourg-Kirchberg

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## Luxembourg 2

## Rhetoric but little change

## Politics

PAUL CHEESERIGHT

LACK OF political polarisation is a difficult problem in a small country, says Mr Jacques Santer, new president of the Government. Certainly it is in Luxembourg where there is a high standard of living and a strong foreign labour force.

The rhetoric can be strong, as the election campaign in the summer showed, but since the entry of Socialists into a new Government in July with promises of new directions, little on the face of it seemed to have changed.

Critics have been quick to point out that Luxembourg's politics are much the same as they were, only the labels have changed. What happened in June was that the old coalition parties of the Social Christians and Liberals—the Democratic Party—taken together, roughly held their ground. But the Socialists, picking up votes on the periphery of the major parties, pulled strongly. Their presence in a new Government was inevitable.

That the two biggest parties could haggle for three weeks and then produce a common programme, albeit a trifle woolly one, is evidence enough of the lack of polarisation. "This is not a marriage of love, but a marriage of reason," said Mr Santer.

The most significant change though is probably less in the composition of a new coalition pushing the Liberals into the cold for the first time in years, but in the importance won by the unions. Analysts had noted a feeling in the electorate that the econo-

mic difficulties could be surmounted more easily if the two main union groupings, one linked to the Social Christians but the biggest linked to the Socialists, were with the Government.

There is a difference in the links, however, as Mr John Castegnaro, leader of the Socialist OGB-L, pointed out. "We have a party, the Social Christian Party has a union."

In fact, the Christian Socialist union has about half the membership of the OGB-L whose numbers have swollen from 24,000 in 1979 to 33,000 this year.

The influence of the OGB-L was emphasised when Mr Castegnaro's right-hand man, Mr John Lahure, was pulled straight from union affairs to be Minister of State for the Economy under Mr Jacques Poos, the Socialist leader who is vice-president of the new Government and in charge of both the economy and foreign affairs.

Mr Lahure could find himself being pulled two ways. The Socialists campaigned hard during the election for a return to wage indexation—the system which had operated since 1948 was suspended in 1982 when devaluation of the Belgian franc threatened a surge in prices. The unions are still pushing hard.

## Extravagance

But the Social Christians remain the biggest party in the Chamber and have managed to negotiate with the Socialists a scheme which falls short of what they had been pressing in Luxembourg politics.

Under the traditional system there could be quarterly pay rises when inflation rises 2.5

per cent. The automaticity under the new system is qualified, so that if, for example, competitiveness is threatened, there is power to stop payments. The basket of goods in the index is being changed and the base will not be 1948 but September 1, 1984. Further, Mr Santer has made it clear that in 1985 there can only be two indexed wage rises.

The Socialists, then, have been forced to swallow unpalatable changes to their original demands. The unions are, as they do not hesitate to say, realist, and may accept half a cake as preferable to the Government-controlled wage rises which worked from 1982. But they will be ready with charges of manipulating the index, just as they were in 1982. And certainly, by re-starting the index the Government is ensuring that the beneficiaries of indexation have permanently lost some purchasing power.

The influence of the unions, nevertheless, is wider than that exercised through the political parties. Luxembourg has a system of what is called Tripartism, that is groupings of unions, employers and Government representatives which work at both sectoral and national level.

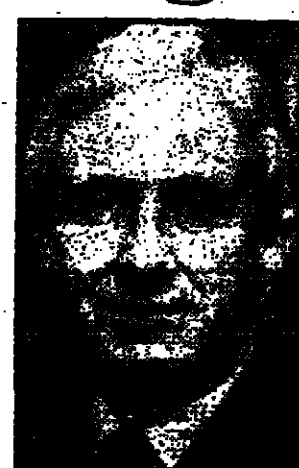
A Tripartite would decide whether indexation goes forward or stops. It could settle wage rates in the steel industry. The Tripartites thus have a power which in some cases could overshadow that of the Chamber of Deputies. But, said Mr Santer, "we are aware of damaging the authority of the Chamber."

It is an old problem. A national Tripartite had the power to overrule the Government at the end of the 1970s, before the last coalition put a stop to it.

This suggests that there are no new problems in Luxembourg politics, only old ones which are dealt with in different ways.

At the same time, the approach of the Socialists is cautious. Mr Poos himself appears to want to capture the middle ground of politics and even the rhetorical radicalism of trade unions is directed mainly at keeping intact a system which over the years has carefully nurtured wage-earners in the interests of social peace.

The Liberals have gone into the cold at least in part because they appeared less keen on



Jacques Poos: after the middle ground.

rescuing industry in trouble. Mrs Collette Fisch, now the senior figure in the party, ran into difficulty over criticism of "sundown industries."

"On the surface," commented Mr Paul Heinsinger, the former Liberal minister, "in the initial stages of the Government, the element of continuity prevails over the element of change."

Underneath, he argues, there is more fundamental change because the Government is becoming increasingly tied to vested social interests.

The burden of his concern is that tax revenue is higher than expected, and this has led to extravagance and a greater concentration than desirable on preserving what Luxembourg already has—steel and slushy medium-sized businesses, as he put it, and the social security net. Not enough is being ventured on the new.

The Liberals are reflecting on their loss of power and seeking a redefinition of their ideas. That will be one form of pressure on the Government; another comes from the emergence of the Greens in the Chamber.

On the Greens Mr Santer says: "The phenomenon is very serious politically as you see in Germany and other countries. The problems of the Greens are also the problems of the younger generation, so we have nurtured them. Analysts believe the Greens have little future as a party but much more as an influence for change in the established parties."

## A mainstay of the economy

## Banking

PETER MONTAGNON

BANKING AND financial services have emerged as a mainstay of the Luxembourg economy over the past 10 years now that its traditional economic sectors of steel and agriculture have moved into decline.

Today the banking sector employs more than 9,000 people which admittedly is only about 6 per cent of the workforce, but the major banks have become the country's largest single taxpayers, offsetting the drain on government resources caused by aid to the steel industry.

It is large because of this that Luxembourg is making a determined stand to preserve and nurture its banking system in the face of international shock waves that have begun to make the industry much less secure than before.

The growth in business was already trailing off before the scandals that hit Luxembourg directly over the past two years in the form of the collapse first of Banco Ambrosiano and then of Germany's Schroder, Muenchmeyer Hengst.

## Share

Where, in the 1970s, total assets in the banking system had been growing exponentially at rates ranging up to 50 per cent and higher, the annual growth rate today is closer to 10 per cent. Luxembourg's share of total Eurozone lending had fallen to only 9.5 per cent in the first quarter of this year from a figure as high as 12.4 per cent in 1979.

In one sense this reflects the simple fact that Luxembourg

is now a mature financial centre. Growth in the early 1970s was determined largely by a consulting influx of new banks. Now most international banks that want to do business in Luxembourg have set up shop there and the numbers of individual institutions has levelled out at 115, the same as in 1981.

If anything, there is now some tendency for banks to drift away as competition for business becomes more acute and costs and margins come under pressure. Schroder, Muenchmeyer's Luxembourg operation has closed down, while Landesbank Stuttgart decided to move its Eurozone business to London.

But bankers in Luxembourg still have considerable faith in the Grand Duchy's future as a banking centre. For one thing the regulations have been adapted to encourage investment management business brought in by wealthy retail customers; for another profits continue to show healthy growth; and finally some bankers detect at last a slight pick-up in international lending opportunities.

Though Luxembourg is potentially vulnerable as a centre through having no real central bank that can act as a lender of last resort, its banks have not in general faced sudden withdrawals of funds. For one thing they are mostly subsidiaries of established international banks, but the country has also been helped by the fact that only a tiny percentage of its total lending (0.9 per cent) has gone to Latin America. Three quarters of bank loans are to customers in the main industrial countries.

Even the scandals which have hit Luxembourg directly do not seem to have had much impact on the funding ability of local banks. As the time of the Banco Ambrosiano collapse many Luxembourg bankers feared a

run on deposits, but it never happened. Nor apparently was this fear justified when the German private bank Schroder Muenchmeyer collapsed with large losses at its Luxembourg subsidiary.

A more direct threat to Luxembourg's future has been the general slowdown in worldwide international banking as the recycling frenzy of the late 1970s abated. This has been coupled with a tendency for international banking business to be concentrated in the megacentres such as London and New York which offer far greater depth of expertise not only in banking but also in legal and accounting services.

To counter this, Luxembourg has been fighting hard to establish a reputation as a private banking centre.

But bankers also recognise that private banking business alone is not the answer. The backbone of Luxembourg's business is and always will be wholesale banking services, mainly to corporate customers in Europe.

## Encourage

Slowly the accent on trade finance and forfait business (trading of short-term trade-related paper) is growing. International Bankers Inc, one of the newest arrivals that was founded by M Jean-Maxime Lévesque, formerly of the Nationalised Credit Commercial de France, has made a successful start by concentrating on trade finance.

Against this background, the government has been seeking to encourage diversification and broaden the range of financial services available in the Grand Duchy. Emphasis has been placed on attracting a growing number of investment funds, for whom the relatively favourable tax environment offers considerable appeal.

Insurance companies are also being encouraged on the grounds that they will bring with them stable funds that need to be invested through the Grand Duchy's banking system.

In all this the authorities still have to steer a narrow course between stimulating business and preserving Luxembourg's reputation for sound banking. There is no doubt that the quality of banking supervision came under attack after both the Ambrosiano and Schroder Muenchmeyer scandals.

In the one case this reflected the fact that Ambrosiano's business was conducted through a holding company that was not subject to supervision by the banking regulator (supervision is now carried out by the recently-formed Monetary Institute).

In the other, the German bank's losses were compounded by the fact that Luxembourg has no regulations limiting lending to one customer or group of customers to a specific portion of capital.

The Monetary Institute is now re-examining this question to see whether guidelines should be introduced.

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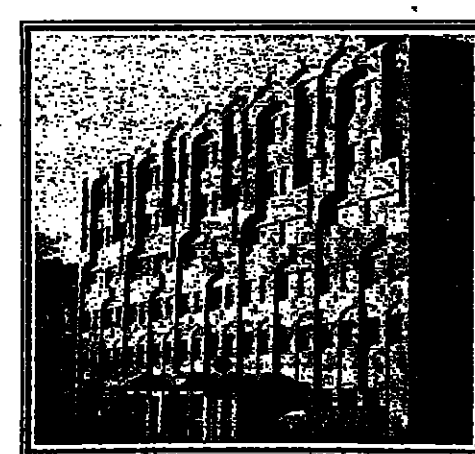
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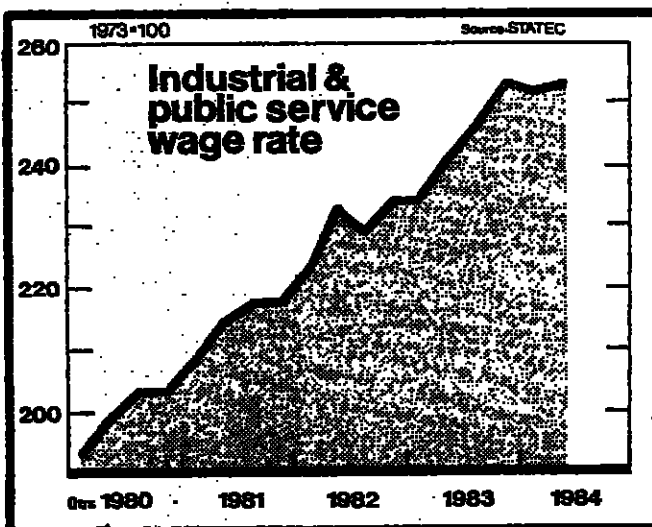
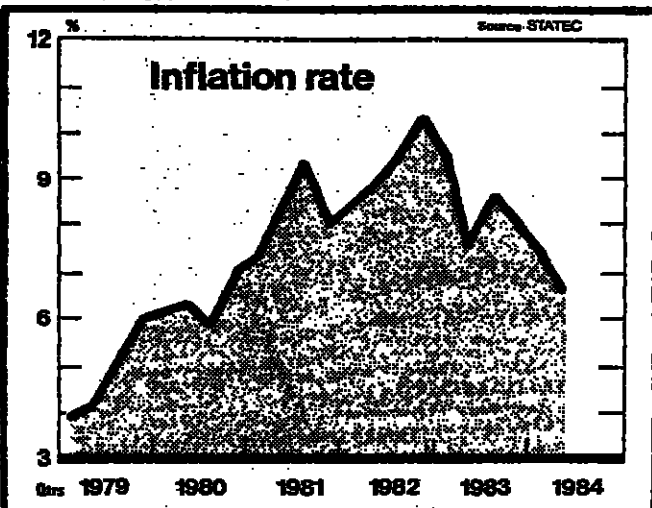
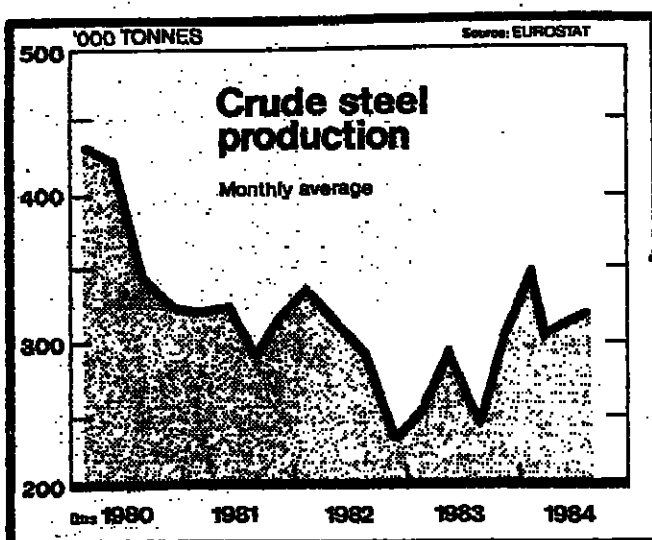
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## Luxembourg 3



Determination to cut costs and reduce debt

## Steelmaker back in profit

ARBED IN crisis is Luxembourg in crisis. The steelmaker is the biggest employer in the Grand Duchy and the largest single exporter. But since the start of the international crisis in the steel industry the number of jobs which have disappeared at Arbed is the equivalent of about 10 per cent of the total Luxembourg labour force.

The company has paid no taxes since the mid-1970s and has become a major charge on Government finances. Special taxes, both direct and indirect, imposed in 1983 to help the steelmaker struggle through, are called the Arbed taxes.

Now, the Government is proposing to inject a further LuxFr 9.3bn (\$155m) into the company and raise its stake from 24.5 per cent to over 30 per cent.

But the worst may be over. "The taxes are high enough for spending on Arbed next year," explained Mr. Johnny Lahure, Minister of State for the Economy. "And the LuxFr 9.3bn will not go to Arbed in one year. The productivity of the industry is high; it is making profits. The object now is to reduce indebtedness."

Indeed, with the help of official finance, Arbed in the first half of this year made its first profit since the start of the steel crisis at Lux Frs 212m against losses of LuxFr 945m in the same period of last year. Certainly the market has been better. Arbed's production of crude steel in the first three quarters of this year was 24.3 per cent higher than in the first nine months of 1983, while finished steel products, at 25.1m tonnes were 25.4 per cent higher.

The higher production has the effect of cutting costs in two ways. The better utilisation of the Luxembourg plants meant that at least in the first months of the year, it was taking 4.5 hours to produce each tonne of steel, against 5.17 hours in 1983. The company's aim is to raise productivity to four hours per tonne.

Second, the signing of a production sharing agreement with Cockerill Sambre of Belgium at the beginning of this year has meant that production is being centred on the most productive plants in the Grand Duchy. This

means an extra LuxFr 500m in profits next year, but it also cuts investment costs by LuxFr 1bn a year.

At the operating level, costs have been brought down to the point where the profit margin on each tonne has passed the level of LuxFr 1,882 considered necessary for financial viability by Mr. Jean Gandois, the French consultant who devised the basis of the Arbed restructuring plan. But hanging over the group is this question of indebtedness. The effects of this were mitigated in the first half by the stability of the Luxembourg franc against the Swiss franc and the D-mark.

## Heavy investment

At the end of last year, short, medium and long-term debt totalled LuxFr 65.2bn. Financing charges at LuxFr 4bn were running at 8.4 per cent of turnover, down from 9.5 per cent in 1982.

And the balance sheet is hurt by the high level of amortisation, the company explained, as a result of the heavy investment spending at the end of the 1970s. Arbed's own calculation is that it needs refinancing of LuxFr 14bn. It sought LuxFr 10.4bn from the Government and said it was capable of finding LuxFr 3.6bn. But the Government, presumably to keep the group under pressure, is only prepared to find LuxFr 9.3bn.

An application for approval of such financing went in to the European Commission in October, a necessary step under the collective EEC approach to restructuring the steel industry. This collective approach, which involves not only control of subsidies but also control of the market through production quotas and minimum prices is working both for and against Arbed.

But the controls also extend to exporting and Arbed is chafing at the restrictions on

sales to the U.S., spelt out under the terms of the 1982 U.S.-EEC carbon steel agreement.

Although three-quarters of Arbed's sales are in the EEC, a valuable 5.9 per cent are in North America. U.S. steel imports doubled between 1980 and 1984 yet the company's increase has been 15 per cent. Arbed complains. Its particular market is in tailor-made beams used in the construction industry. Its agency in New York has orders which it cannot fulfil and the growth that Arbed could have achieved on the market is being taken up by producers like Mexico.

At home, however, the immediate problem for Arbed is keeping costs down. Conflict has been created, said Mr. John Castegnaro, president of the OGB-L, the largest union grouping, by the refusal of the unions to agree to wage cuts of 8 per cent in an agreement, which came into effect in 1983 and lasts until the end of this year, should be continued.

The general union line is that it wants competitive companies but in a carefully determined social environment.

In fact, an anti-crisis division was set up which provided public works employment; at guaranteed wages for those leaving the steel industry. "The motive being to keep people off the streets," Mr. Castegnaro says.

At the same time there has been a policy of early retirement, so that there have never been compulsory redundancies at Arbed. That remains the company policy.

Last year, Arbed's labour force diminished in size by 10.3 per cent, to just over 14,000. But now the reductions are nearly complete. The aim is to stabilise employment at about 12,500 by 1987.

P.C.

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## Pick-up taking effect

Economy  
PAUL CHEESBRIGHT

GROWTH HAS resumed in the economy this year, but somewhat hesitantly. There should be an increase in the gross national product of up to 0.5 per cent, climbing a further 1.5 to 2.0 per cent next year.

This has come about largely because of the pick-up in demand for steel as the European economy has stabilised, but other manufacturing interests have also benefited. That much became clear after the first quarter.

But the construction industry has remained sluggish. The Government, however, has been taking measures to stimulate it and the effect may be apparent in 1985.

The key factor over the next few months will be the progress of the West German economy and, to a lesser extent, Belgium's. The pattern of Luxembourg's trading has ruled out any significant benefit from the speedy growth of the U.S. economy.

The Government is engaged in the delicate exercise of reviving internal purchasing power without letting inflation run out of control. Wage indexation has been resumed, although hedged with conditions and the Government wants to keep rises next year down to 4.2 per cent, rather less than the expected rate of price increases. Inflation last year was just under 9 per cent. This year the

outturn will be about 7 per cent and next year the Government is working on the basis of a further decline to some 6 per cent.

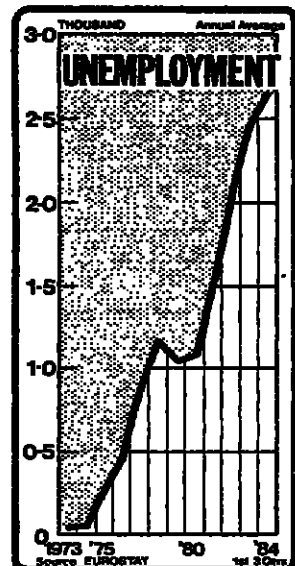
"There is no room for big tax cuts in this state of the economy," said Mr. Jacques Poos, vice-president of the Government and Minister of the Economy. Stimulation of personal consumption would benefit industry abroad rather than at home, he observed, so where there are reductions they will be addressed to the corporate sector.

The corporate sector is now strong enough to have stopped shedding labour. Unemployment reached a peak in the first quarter but has since fallen back slightly. The economy has thus absorbed largely the shake-out in the steel industry, although there is now no automatic connection between a run-down in steel jobs and a rise in opportunities in the services sector.

This has fed through into exports. No statistics are available beyond those for the first quarter when there was a 17 per cent increase over the 1983 first quarter in sales to Belgium. But imports rose more than 28 per cent. The Luxembourg Government is dependent on work done in Brussels and figures from there are running some eight months behind.

Traditionally, Luxembourg has run a deficit on its merchandise trade but ended with a surplus on current account because of invisibles—Lfr 62.4bn in 1982 on the latest figures.

There is little reason to suppose the pattern will be changed this year, although performance



in the financial sector seemed to flatten out in the first quarter. But the cost of sustaining Arbed, the steel company at the heart of the economy, continues to constrain the Government, which is maintaining the temporary direct and indirect taxes first imposed last year. Its own long-term debt has risen 61 per cent since the end of 1981, although it remains under 10 per cent of the gross national product.

The 1985 budget estimates a surplus of Lfr 3.2bn, compared with Lfr 807.9m this year and a deficit of Lfr 2.1bn in 1983, as the Government continues on broadly the same course as that mapped out by its predecessor.

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## Luxembourg 5

## Success in attracting industries

Diversification  
NO DAWNAY

AN ACCURATE sense of state tends to be illusive in Luxembourg's small town atmosphere—not least in the Rue de la Congrégation, an alley-sized street that houses several ministries along with the Société Nationale de Crédit et d'Investissement (SNCI).

But for the SNCI, the Grand Duchy's main agency for attracting foreign investment, scale plays a major part in the sales drive. And the stakes, at least, are large.

M. Raymond Kirsche, the SNCI president, is more than aware that there are few prizes for quinquennial in the international scramble to draw job-creating industry. Instead, he makes the intimacy of Luxembourg's government machine work for him.

"If you presented me with a company with all its plans fully drawn up, I could deliver two ministers' signatures approving the scheme within 24 hours," he says.

## Concentration

Few, if any, rival countries could offer the same service, though few also have suffered the same concentration of industry in a single sector.

Despite a diversification policy founded in the 1950s, only a decade ago more than 60 per cent of Luxembourg's exports in goods came from the steel industry, accounting for a quarter of the Grand Duchy's gross domestic product and employing 18 per cent of the labour force.

To tackle the problem, SNCI was set up in 1977 to organise an orderly retreat from steel and the creation of a new and much more diversified spread of industrial interests.

The level of its success can be measured in the attraction of 55 companies to the country, investing some LFr 20bn and creating more than 3,000 jobs.

But this has to be seen against the shake out in steel and related industries. Since 1975 the sector has shed some 12,000 jobs and cut production by half. SNCI, meanwhile, currently claims a job creation rate in new industries of about 500 jobs a year, and M. Kirsche would like to see that rise to an average 1,000 with a rate of between 1,200 and 1,400 over the next four years.

The weapons SNCI has at its

disposal comprise a mixture of tax incentives, credits and loans, backed up by a healthy balance sheet that this year looks set to rise from LFr 9.4bn to about LFr 12.5bn and showing gross profits of around LFr 200m.

As applications come in, the investment board seeks to achieve a rough parity in the share of the risk between the applicant company, the banks and the state, with the SNCI offering loans of up to 25 per cent of the cost of capital equipment to be installed.

The main channels for support include:

• Equipment credits loaned at a rate of 4.5 per cent with a special guarantee fund covering the risk.

• Classical long-term loans, usually averaging about 10 years at a rate of 10.5 per cent, but ranging from 5 to 15 years. SNCI refuses short-term business.

• A new formula capital loan on variable interest rates but only repayable at the end of the 5 to 10 years lending period.

• In exceptional circumstances, the Government will also consider taking equity in an enterprise—but this is only in exceptional circumstances on the company's request.

• SNCI also handles the payment of the European Coal and Steel Community's aids for Luxembourg along with export credit financing.

The organisation has also followed the Europe-wide trend towards creating industrial parks, and so far has created about 900 hectares of specially designated areas for new development schemes.

But, despite these efforts, the Luxembourg Government believes that more must be done to compete with the massive incentives on offer in rival countries.

M. Kirsche makes it clear that there are no ambitions to be competitive with regions on the periphery of the EEC—Ireland and Southern Italy for example—where incentives to industry are immense.

"We are a high wage country—a little lower than the

## New businesses in Luxembourg\*

Sector	Number of companies	End-1983 employment
Production and first processing of base metals	2	115
Processing of non-metallic mineral products	7	413
Chemical industry	3	75
Metalworking	8	393
Manufacture of machines and equipment	3	77
Car manufacture; spare parts	4	468
Manufacture of precision instruments, optical equipment, plastics for electric and electronic industries	3	458
Paper industry, printing and publishing	2	38
Rubber manufacture and plastic processing	9	444
Other processing	41	2,421
Building and civil engineering	3	68
Wholesale and retail trade	4	98
Transport and distribution	2	62
Other activities	6	647
Total	56	3,395

\* Set up since 1975

Source: Department of Information, Luxembourg

the capacity of SNCI to intervene, specifically promising to promote investment and savings in job creating enterprises including the issuing of shares in SNCI to the public.

Legislation in preparation for presentation to the Parliament next year is also expected to allow a review and revision of the rules on the writing-off of capital investment against tax.

Companies will also be given tax incentives to reinvest profits in capital assets and a special law will be introduced giving incentives for risk capital.

## Repeal

Furthermore, legislation now under discussion may repeal the 15 per cent ceiling set by law on the level of subsidy to new investment the SNCI may give to any one company or project. The Government is particularly anxious to boost the fortunes of the southern part of the country—the area most devastated by the decline of steel.

To do so, it is expected to regionalise the diversification policy, thereby allowing more flexibility in directing the incentive schemes to where they are most needed. Companies wishing to set up in the worst hit areas may as a consequence be able to claim Government financial support of as much as 25 per cent for new capital investment, though this ceiling figure is still being debated.

Interestingly, however, Luxembourg has not followed its

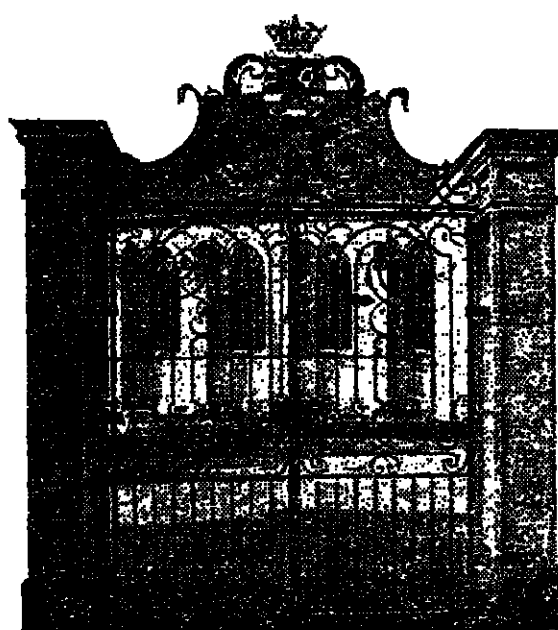
European colleagues in pursuing with any particular vigour the new technology industries. Civil servants have estimated, with some justification, that these capital intensive activities are not necessarily the ones that generate most work.

Substantial success has been achieved with the chemicals industry with the notable exception of Monsanto which closed its fibres plant in 1980 after 15 years with the loss of 1,000 jobs.

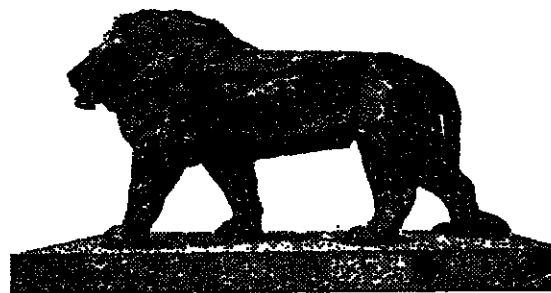
Much emphasis has, however, been made on research and development programmes where companies have been allowed higher tax write-offs than those allowed for other capital equipment. The proviso, of course, is that the fruits of this research are exploited within the Grand Duchy.

A quick scan of the companies attracted to the country reflect this tendency to specialist activities. Revealingly, perhaps, only nine of the 55 companies attracted to invest have started with more than 100 employees, many have less than 50.

It is this aspect of the politics of scale that perhaps makes Luxembourg an attractive option—a gamut of incentives, though perhaps no greater than those of rivals, look a great deal more seductive when they are presented by an intimate administration, low on red tape and in the heart of the great markets of the EEC.



Baroque gate leading to the courtyard of the Foreign Office, formerly refuge of the Trier Abbey, St. Maximin.



One of the two lions in front of the Town Hall.



View of the second garden portal of the Mansfeld Castle in Clausen.



The Albrecht Bridge in Clausen.



Monument to King and Grand Duke William II (1840-1849).

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Luxembourg's policies and style of diplomacy make the Grand Duchy the most community-minded of the EEC countries

## Demonstration of the art of compromise

IT IS an abiding irony that the most famous decision of the European Community to which Luxembourg lends its name—the so-called Luxembourg compromise—means just the opposite.

Never precisely defined, it was the agreement by which any individual member state can, and all too frequently does, refuse to compromise on a particular issue on the grounds of "vital national interest," introduced at the insistence of General de Gaulle in the interests of France. It has latterly been well exploited by Mrs Thatcher in her battle to win back a budget rebate for Britain.

Part of the irony is that Luxembourg, by far the smallest member state, is itself often the very embodiment of compromise in the Community.

"With one or two exceptions, we have no points on which we can never compromise," says M Jean Dondelinger, for many years permanent representative of the Grand Duchy to the EEC and now the top civil servant in the Foreign Ministry. "That means if we play it well, the outcome is usually close to our position."

Indeed, by most yardsticks, Luxembourg must qualify as the closest thing to true Europeans in the Community.

On the one hand, they speak more languages than anyone else. Practically everyone speaks at least two, most of the population speaks three, and a very large number are perfectly competent in four: French, German, Luxembourg's own inimitable dialect, and English, Dutch, Italian and Portuguese are often thrown in for good measure, thanks to immigration.

On the other hand, Europe impinges on everyone's life. For

a start, foreign policy is by definition European policy; and foreign relations do not extend significantly beyond the confines of the Community. In addition, the presence of a whole host of European institutions is pervasive both physically and economically.

Yet all is not quite sweetness and light. Two issues above all go to the heart of the Grand Duchy's relations with the wider Community: issues on which Luxembourg itself may have to cite the Luxembourg compromise.

One concerns its status as a centre of European institutions, what is known as "la politique du siège." The other is the subject of free movement of labour, and the influx of immigrants that is likely to entail.

### Identity

Luxembourg could once very well have been a sort of neutral Washington DC for a United States of Europe. In the end that was scotched by the fear that such a role might swamp the national identity, quite apart from bringing in a flood of non-Roman Catholic and probably loose-living Eurocrats, so Brussels got most of it.

Today the Grand Duchy is a sort of half-capital of Europe, but none the less determined to keep it that way. The problem is that the pull of Brussels is very strong, and Luxembourg has to fight a continual battle to resist it.

"It is not just a matter of setting up buildings, and having 3,000 or 4,000 consumers boosting the national economy. The problem is to overcome the absurdity of having a national sovereignty with fewer than 400,000 people," according to one leading official.

The most bitter struggle has been to hold on to some part

of the European Parliament, which used to meet both in Luxembourg and Strasbourg. It is now almost four years since the MEPs last used their hemisphere of the Kirchberg, centre of European institutions on the outskirts of Luxembourg city itself.

The Luxemburgers are themselves partly at fault: they rejected an over-ambitious design for a new Parliamentary building, which would have provided all the members with their own offices. Strasbourg saw its chance and built one. So the MEPs decided they would hold all their monthly plenary sessions in the latter, their weekly committee meetings in Brussels close to the European Commission and simply keep their permanent secretariat (2,300 strong) in the Grand Duchy.

The Luxembourg head-cycle may yet be used again, because it can accommodate all the members and interpreters of an enlarged Community, when it expands to include Spain and Portugal, whereas Strasbourg will have to be extended. But the respite is likely to be only brief.

For the rest of the institutions, Luxembourg insists that all relating to finance and the law should be based there. That means the European Court of Justice, the European Investment Bank, and any proposal in the future to have some sort of European central bank, in addition to the European Monetary Fund. The Court of Auditors, part financial and part legal, also belongs.

The Commission has promised to maintain staff numbers, ever since the European Coal and Steel Community headquarters went to Brussels, and now keeps some 2,100 based on the Kirchberg in a variety of divisions,

from the computer centre and statistics department to publications, translation services, investment division and general administration.

Any reduction would be strenuously resisted by, for once, an uncompromising Luxembourg.

The other key sticking point for Luxemburgers is immigration. Once again, feelings are ambivalent, between the need to preserve national identity, and the desire to attract vitally-needed workers to run both services and industry.

The result has been a remarkable 37 per cent of the workforce coming from outside the country, although in overall population terms the figure is only 26 per cent. They come from Belgium (where Luxembourg province is virtually a labour colony of the Grand Duchy), France and Germany to work during the day, but more importantly from Italy and Portugal on a more permanent basis.

Italian immigration dating from the start of the industrial age has been remarkably well integrated, but the fear now is that when Portugal comes into the EEC, a huge influx could upset the whole Luxembourg labour market.

"For us, the labour market is as sensitive as olive oil or vegetable imports are for others," M Dondelinger says. As a result, Luxembourg has persuaded its nine fellow members to seek a 10-year transition period before allowing free movement of Portuguese and Spanish workers after accession.

Perhaps both issues—immigration, and hosting the European institutions—simply confirm that Luxembourg is as "European" as any other EEC member state after all. There are some issues on which national interest is paramount, and compromise very difficult to stomach.

## Reviving battered region

SAAR-LOR-LUX is not an international acronym that trips off the tongue. It is in fact a loose agreement to co-operate between the Luxembourg Government and the provincial governments of Saarland in Germany and Lorraine in France.

The great difficulty is that the major decision affecting Saarland and Lorraine are taken in Bonn and Paris, so that the official opportunities for combined economic action to beat recession and stimulate industrial regeneration remain limited.

Frontiers have torn apart what until the 1914-18 War had been a natural economic region based on heavy industry. But more recently the recession of the 1970s has exposed the severity of decline. The steel and coal of the region are no longer the motors of economic progress, but the infrastructure of the region remains, albeit somewhat battered.

### Owner

Businessmen in the three areas, formed into the Inter Regional Institute, are now trying to foster the co-operation that eludes governments. The present chairman is Mr Norbert von Kunitzki, a senior executive at Arbed, the Luxembourg steelmaker which is still the titular owner of a major plant in Saarland.

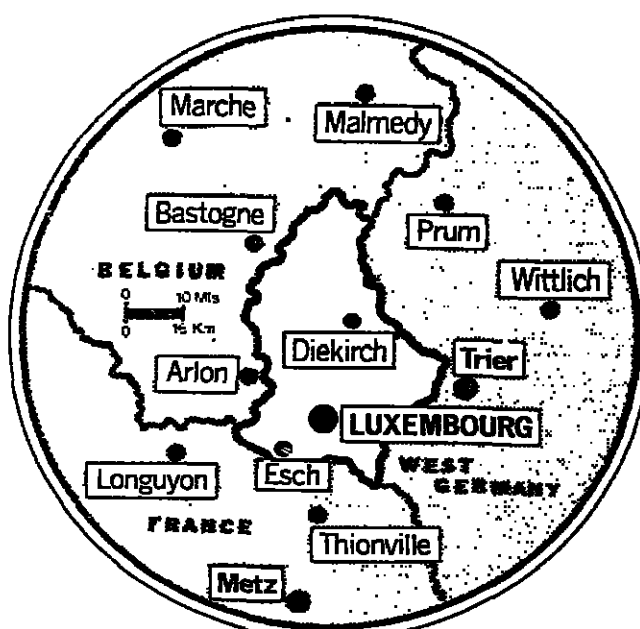
He explains that the institute is seeking to push governments into making marginal investments to help pull the region together; anything to soften the effect of the frontiers and stop people from drifting out of the region.

For example, the institute is pushing for greater co-operation between the railways, so that without additional capital investment there would be a circular route joining cities of the region — Trier, Kaiserslautern, Metz, Nancy, Luxembourg itself and back to Trier again.

In addition, the institute has prompted the establishment of an inventory of the region's resources, and it has pushed for a common core of studies at universities in the region. And it is advocating a joint system of flood warnings for the Moselle, which regularly overflows.

P.C.

## Luxembourg 6



Power by co-operation

## Influence won through pacts

LUXEMBOURG uses influence as a substitute for power. If there is a single dominant theme in its diplomacy, it is the efforts made to avoid being trampled on.

The result is a series of alliances, in which the Grand Duchy is always the junior partner, but which nonetheless provide the means to prevent it being ignored. Closest to home is the Belgium-Luxembourg Economic Union (BLEU) which fits neatly into Benelux, making the link with the Netherlands, which itself fits into the European Community and in a wider sense into the North Atlantic Treaty Organisation.

The 1914-18 War destroyed Luxembourg's link with Germany through the Zollverein, a customs union of the German states with which it had been associated since 1842. The war also interposed political frontiers between the natural economic unit of Saarland, Lorraine and Luxembourg. Now, running in parallel with the firmer and more established unions, there is an attempt to re-fashion some of the links between these three regions.

Bleu, more than 60 years old, is the base. Within its relations are back to normal again after the upheaval of, and resentment in Luxembourg about, the sudden devaluation of the Belgian franc in spring 1982.

The Belgian and Luxembourg francs are held at par, but one of the results of that crisis in relations—"the only tangible numerical result," according to Mr Pierre Jaans, director general of the Luxembourg Monetary Institute—is to raise the amount of banknotes, Luxembourg issues itself.

### Distribute

After the 1982 crisis, Luxembourg won the right to issue 20 per cent of the notes in circulation, up from 10 per cent previously. It has been preparing an issue of LFr 1,000 notes which, in the absence of any purely Luxembourg figures on cash habits, it will distribute at the same rate as Belgium would do.

A less tangible result of the 1982 row, said Mr Jaans, is better co-operation and consultation between the LMI, the Grand Duchy's equivalent of a central bank, and the National Bank of Belgium.

Neither is running a money target policy. Basically their monetary policy is interest rate oriented, Mr Jaans explained. But because there are only three or four institutions in Luxembourg — notably the Caisse d'Epargne de l'Etat — which are instrumental in establishing interest rate trends.

Luxembourg rates continue to be slightly lower than those of Belgium.

Both Belgium and Luxembourg are committed to holding the Belgo-Lux franc as close as possible to the strongest in the European Monetary System. They have achieved stability even in the perspective of a decade. Since 1972, the Belgo-Lux franc has depreciated less against the Deutsche mark than any other EEC currency except the Netherlands guilder.

These monetary developments are the cement between two economies which have developed in tandem. Most strikingly, over the last year the steel industries of the two have become more closely linked through production sharing and investment agreements. Belgium in any case supplies Luxembourg with more of its imports in value terms than any other country and is the second largest market for Luxembourg products.

Both countries are keen to see their ties with the Netherlands through Benelux tightened. The three consult about monetary matters, but closer links in this area seem to be ruled out.

"It is no secret that the Netherlands has been able to pursue a different exchange rate policy," says Mr Jaans. "They have gas and industry which is not performing too badly. So they have been able to peg their currency practically to the Deutschmark."

So the drive for greater co-operation in Benelux, endorsed by the Luxembourg Government at the 40th anniversary celebrations of the organisation last September, will be directed elsewhere.

The latest economic initiative taken by the three has been to introduce a common customs document for exchanges between them, a precursor to a wider development within the EEC. But for the Luxembourg Government, which feels that institutionalised economic co-operation has run its course over the last 40 years and is not likely to go much further, the major interest is political.

"Benelux is one of our possibilities to increase our weight in the EEC," said Mr Jacques Poos, the vice-president of the Government.

And after the EEC, the wider world. Benelux wants to be accepted as a bloc and take its seat at the summit meetings of the major industrialised nations. It can demonstrate, noted Mr Poos, that it is the fourth largest exporter in the world and the fifth largest importer.

Paul Cheeswright

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## SECTION II - COMPANIES AND MARKETS

## FINANCIAL TIMES

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## African Development Bank issues first subordinated debt

BY PETER MONTAGNON, EUROMARKETS CORRESPONDENT, IN LONDON

THE AFRICAN Development Bank became the first multilateral development bank to issue subordinated debt last week with the launch of a \$100m floating-rate note and a \$250m, 10-year Euronote facility, which is being arranged by Dean Witter Capital Markets and S.G. Warburg.

The concept of subordinated debt seems rather unlikely for a development bank with its capital owned by its member governments. Implicitly at least, those governments back up all the bank's borrowings through its right to call on them in time of need to pay in additional capital. That being said, there seems to be little point in trying to rank its debt with a distinction between senior and subordinated borrowing.

The African Development Bank, which was established in 1963, is a relatively young institution that has only recently started to tap the public bond markets in any sizeable way. In such markets it has to defend itself from the suspicions of investors who worry about the quality of the capital backing from some of those African member countries that borrow from it.

As part of that defence, it has decided to limit the issue of senior debt to 80 per cent of the total callable capital of member nations (basically industrial countries) that do not borrow from it.

Priority would be given to repaying that debt in the event of a default that forced the bank to call in capital from its shareholders. Such a self-imposed limitation would also mean that the bank's total borrowing capacity would be restrained if it were not able to create another class of debt that was entitled to no such priority. Hence the introduction of subordinated debt which is subject only to the broad limit that the bank's total borrowing must not exceed 80 per cent of the callable capital of all member countries.

The bank has thus found a method of increasing its borrowing without jeopardising its rating in the bond markets, where its senior debt is rated AAA by Moody's and AA by Standard and Poor's. That might be food for thought for other development banks, such as the World Bank, which is being urged from many quarters to expand its activities as one contribution towards easing the developing-country debt crisis.

The World Bank's proven track record in the markets, its high net earnings and liquid reserves of \$15bn means that it feels under no pressure to enhance the quality of its bond market borrowings in that way. In fact, it has always resisted any suggestions of adjusting its gearing ratio, which is in any case calculated without reference to its borrowing level.

The African Bank's facility carries an underwriting fee of 1/4 per cent and involves the sale of Euronotes bearing an interest rate at a margin 1/4 per cent below London interbank offered rate (Libor). Lead underwriters are Sumitomo Trust International and Amro International.

It came in a week when Euronote business again dominated the Eurocredit market. Nestlé's \$1bn facility was heavily oversubscribed, attracting contributions totalling some \$1.7bn by Friday night, and Occidental Petroleum took the unusual step of launching a \$200m, five-year facility without any intermediate investment bank.

It has invited banks to enter the facility on terms that include a 1/4 per cent underwriting fee, a maximum yield for the Euronotes of 20 basis points over Libor and a front-end fee of 20 basis points.

Elsewhere, India is proceeding with its borrowing plans. Its Industrial Credit and Investment Corporation has begun sounding the market on a \$40m borrowing.

## Floaters bellyflop on to softening bond market

FLOATERS are being renamed sinkers in the Eurobond market. Last week saw a spate of floating rate note issues in the dollar sector, totalling \$1.22bn, writes Maggie Urry in London.

Some bellyflopped into the softening market, and by the end of the week these normally staid instruments were falling faster than fixed rate issues.

Some of the earlier issues were successes. African Development Bank and National Commercial Bank of Saudi Arabia were both doing well even on Friday morning when the market was at its worst.

Four deals - those for National Bank of Detroit, Republic New York, First City Bancorporation of Texas and Rothschild - were well under water by the weekend.

Dealers blame a combination of a poor market, little-known names (at least in the bond market) and bad pricing for their downfall.

By Friday all four were trading well outside their fees, even after a small recovery in the afternoon when the panic sellers finally dried up. Republic New York was bid at 98 1/2, adrift of total fees of 86 basis points, while Rothschild, where gross commissions were 100 basis points, was bid around 98 1/2.

Fixed rate issues were suffering by Friday as well, with the New York market sliding. Syndicate managers are beginning to wonder whether they should turn down deals which come in special registered form. The issue from Federal Home Loan Banks was offered on Friday at a discount of 2 1/2 per cent compared with fees of 1 1/2 per cent.

Co-managers can hedge their positions against the U.S. Treasury market, which the FHLB deal followed down, but investors are getting no less wary of this type of paper, making the bonds slow to sell.

Significantly, FHLB's issue was priced at a similar yield over Treasuries as it would pay in the U.S. domestic market - meaning there is no interest saving for it in coming to the Eurobond market.

Dealers were also able last week to buy the U.S. Treasury's targeted issue cheaper than the equivalent bonds are in the domestic market. That gives them a profit if they convert the bonds back into the domestic, registered form. Once back in the U.S., the bonds cannot be recon-

verted, so the pool of special registered bonds in Europe could start dwindling, making the secondary market less and less liquid.

If that happens, future Treasury targeted issues will be even harder to sell.

By Friday the primary market had ground to a halt. The secondary market almost closed for Christmas at the start of the week, with traders unwilling to upset positions carefully set for the year-end. Prices last week were lower, by as much as a point in places.

In the Eurosterling sector, S.G. Warburg launched a £30m issue for the paper group Reed International on Friday. This comes with a £20m tap which can be activated over the next year. At a price of 98 1/2, the bonds yield 11.55 per cent compared

with the annualised yield on UK government stocks of 11.40 per cent.

Friday also saw another Norwegian krone issue, for Eksportfinans. With the success of the Norsk Data issue still in the front of investors' minds, this new issue was trading well on Friday. There is always the possibility that it could be increased.

In the D-Mark market, issues with equity warrants were still appearing and doing reasonably well despite the heavy load of such paper. Herlitz was the pick of the crop, though by Friday that was slipping back to around 102. UBS's equity warrants issue was stuck below par, though.

Seasoned bond prices were gaining last week, adding around 1/4 to 1/2 point.

The Swiss franc foreign bond market enjoyed a good week, with prices gaining as much as 1/4 or even 1 point in places. Coupons on new issues are firmly re-established below the 6 per cent level, with some issues having indicated coupons reduced at the final fixing.

Swiss investors are again being given the chance to buy paper denominated in European Currency Units, with an issue lead managed by the big three Swiss banks' London branches. These will underwrite just over half the issue, and the bonds are destined for distribution in Switzerland.

The pull of the more traditional Bénélux investors may prove too strong, if the Swiss do not keep a tight hold of the paper. By Friday the bonds were bid at 100 1/4.

## NEW INTERNATIONAL BOND ISSUES

Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Lead Manager	Offer yield %	Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Lead Manager	Offer yield %
U.S. DOLLARS								D-MARKS							
Wipac Electric S.†	150	2000	15	2 1/2	100	CSFB, Yamaichi Int., Raben, SBCI	2.875	Ranvoo Inc. S	80	1990	5	3 1/2	100	Deutsche Bank	-
Kanoni Printing †	30	1998	5	(8)	100	Yamaichi Int., Fuji Int. Fin., CSFB, Merrill Lynch	-	SWISS FRANCES							
African Dev. Bk. †(b)†	100	1996	12	1/4	100	S. G. Warburg, Dean Witter	-	New Zealand Steel (†)†	50 m	1996	-	5 1/2	99 1/2	Bge. Gotschewitz K.B.	5.889
Marine Midland †(c)†	150	2009	25	3 1/2	100	CSFB, Lehman Bros.	-	Sanku Co. **†	35	1990	-	5 1/2	100	Wirtschafts- und Priv.	2.800
ENEL †(b)†	300	2000	15	1/4	100	Soc. Generale, BSA Int.	-	First Boston †	60	1994	-	5 1/2	100 1/4	CS	5.716
CBS Inc. †	100	1992	8	1 1/2	98 1/2	SBCI, Mgt. Stanley, S. G. Warburg	11.474	Idahama Sangyo **†	100	1990	-	(2 1/2)	-	Swiss Volksbank	-
LAESBRO S	45	1999	15	(8 1/4)	(100)	CSFB	-	Tokyo Electric †	120	1993	-	5 1/2	100 1/4	CS	5.461
First Boston †(b)†	50	1994	10	1/4	100	CSFB	-	Avon Cap. Corp. †	130	1994	-	5 1/2	100	UBS	5.375
Toyo Menka S	50	1999	15	(3 1/4)	100	Nomura Int., Nikko Secs (Eur), Tokai Int.	-	Tec Electronics **†	20	1990	-	(2 1/2)	-	Banca del. Sviz. Ital.	-
Met. Com. Bk. S. Arabia †(b)†	200	1994	10	1/4	100	BoA Int., CSFB, Lehman Bros.	-	Rennson Inc. **†	100	1990	-	(2 1/2)	100	UBS	-
Rep. New York Corp †(d)†	150	2009	25	1/4	100	Solomon, Lehman Bros., Merrill Lynch, Bse. Stearns	-	Deutsche Bk. Fin. †	100	1995	-	5 1/2	100 1/4	SBC	5.342
Net. Bk. of Detroit †(d)†	100	1996	12	1/4	100	Mgt. Stanley, Bk. Tokyo Int.	-	Creditanstalt †	100	1994	-	5 1/2	100	Wirtschafts- und Priv.	5.580
Fed. Home Loan Bks. †	200	1998	5	1 1/2	98 1/2	CSFB, Golden Sachs, Mgt. Guaranty, Solomon	11.068	STERLING							
United Technologies †	150	1992	7	1 1/2	98 1/2	Golden Sachs, Solomon	11.357	CBS Inc. †	40	1994	10	10 1/2	100	SBCI, Mgt. Stanley, S.G. Warburg	10.875
Hammerson Property †	100	1989	5	12	98 1/2	Motswert Benson, SBCI	12.137	Reed Int. †	30	1994	10	11 1/2	100	S.G. Warburg	11.375
World Bank †	300	1994	10	1 1/2	99.85	Merrill Lynch	11.851	NORWEGIAN KRONER							
Soleis †	150	1989	4	18 1/2	97 1/4	CSFB, Paribas, Deutsche, UBS (Secs)	11.229	Expoformers	200	1992	7	(10 1/4)	-	Christians Bank	-
1st City Bancorp of Texas †(c)†	100	1995	10	3 1/2	100	Mgt. Stanley, Paribas, CSFB, Mgt. Samuel, Hsan. Hauser, Mgt. Guaranty, Orion	-	LUXEMBOURG FRANCES							
Rothschild †(c)†	75	2015	30	1/4	100	Mgt. Stanley, Deutsche Trust, Dai-ichi Kangyo Int., I.M.M. Rothschild	-	ASEA Fin. †	600	1989	5	9 1/4	100	Bge. Gen. de Luxem.	9.750
Marubeni †	100	1991	7	1 1/2	100	Yamaichi Int., CSFB, Kleinwort Benson, UBS (Secs)	11.375	GUILDERS							
D-MARKS								Spate †	100	1995	8	8	99 1/2	Auro	8.075
Fuji Electric ††	120	1990	5	3 1/2	100	Deutsche Bank	3.125	ECUs							
INDS †	200	1994	10	7 1/2	100	Deutsche Bank	7.500	EBI †	100	1994	9	10 1/2	100	SBCI, CSFB, UBS (Secs)	10.125
Mitsubishi Metals †	100	1989	5	3 1/2	100	Drescher, Yamaichi Int.	-	YEN							
Heilitz Fin. ††	50	1994	10	3	100	Deutsche Bank	3.000	Swedish Export Cr. †	10bn	1993	8.4	8.8	98.45	Dalwa Secs.	6.984
Gillette Cos. Corp. **†	125	1991	7	7	100	BSF-Bank	7.000	World Bank	20bn	1994	10	(6 1/2)	(99 1/2)	Dalwa Secs.	-
								Goodyear Tire Co. †	12.5bn	1994	10	5 1/2	100	Dalwa Sec., IBI Int., Yamaichi Tr. Eur.	6.875

\* Not yet priced. † Final terms. \*\* Private placement. † Convertible. † Floating-rate note. † With debt warrants. † With equity warrants. (a) 1/4 over 3-m Libor. (b) 1/4 over 6-m Libor. (c) 3/4 over 3-m Libor. (d) 1/4 over 3-m Libor. (e) 1/4 over 6-m Libor. (f) Refused after 6 yrs. Note: Yields are calculated on ABS basis.

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New Issue

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Nippon Kangyo Kakumaru (Suisse) S.A.

Philobank AG

Sumitomo International Finance AG

Amro Bank und Finanz

Bank Künzler AG

Bank Oppenheim Pierson (Schweiz) AG

Bankers Trust AG

Banque Indosuez, Succursales de Suisse

Banque Kleinwort Benson S.A.

Banque Pasche S.A.

Barclays Bank (Suisse) S.A.

Citicorp Bank (Switzerland)

Crédit des Bergues

First Chicago S.A.

Great Pacific Capital S.A.

Hottinger &amp; Cie

Inter Maritime Bank

Lloyds Bank International Ltd.

Morgan Guaranty (Switzerland) Ltd.

New Japan Securities (Schweiz) AG

Nordfinanz-Bank Zürich

The Royal Bank of Canada (Suisse)

Société Générale Alsacienne de Banque

- Groupe Societe Generale -

## BANQUE GUTZWILLER, KURZ, BUNGENER S.A.

Crédit Commercial de France (Suisse) S.A.

Samuel Montagu (Suisse) S.A.

Banque Nationale de Paris (Suisse) S.A.

Internationale Genossenschaftsbank AG

Banca di Credito Commerciale e Mobiliare

Banca Solari &amp; Blum S.A.

Bank in Huttwil

Bank in Ins

Bank Langenthal

Bank in Langnau

Bank Neumünster

Banque de Dépôts et de Gestion

Banque Louis-Dreyfus en Suisse S.A.

Crédit Lyonnais

Grindlays Bank p.l.c.

E. Gutzwiller &amp; Cie

Overland Trust Banca

Riegg Bank AG

St. Gallische Creditanstalt

J. Henry Schroder Bank AG

Società Bancaria Ticinese

Solothurner Handelsbank

Spar- und Leihkasse Schaffhausen

Volksbank Willisau AG

All these Securities have been sold. This announcement appears as a matter of record only.



U.S. \$100,000,000

## Creditanstalt-Bankverein

14% Subordinated Bonds Due 1988  
with 100,000 Warrants to Purchase  
14% Subordinated Bonds Due 1991

## MORGAN STANLEY INTERNATIONAL

CHASE MANHATTAN CAPITAL MARKETS GROUP

Chase Manhattan Limited

EUROPEAN BANKING COMPANY

Limited

MANUFACTURERS HANOVER

Limited

ORION ROYAL BANK

Limited

DEUTSCHE BANK

Aktiengesellschaft

GOLDMAN SACHS INTERNATIONAL CORP.

AMRO INTERNATIONAL

Limited

BANCA COMMERCIALE ITALIANA

Limited

BANK OF TOKYO INTERNATIONAL

Limited

BANKERS TRUST INTERNATIONAL

Limited

BANQUE BRUXELLES LAMBERT S.A.

Limited

BANQUE NATIONALE DE PARIS

Limited

BANQUE PARIBAS

Limited

BAYERISCHE VEREINSBANK

Aktiengesellschaft

CITICORP CAPITAL MARKETS GROUP

Limited

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IBJ INTERNATIONAL

Limited

LEHMAN BROTHERS INTERNATIONAL

Securities Inc.

MERRILL LYNCH CAPITAL MARKETS

Limited

SAMUEL MONTAGU &amp; CO.

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SALOMON BROTHERS INTERNATIONAL

Limited

SOCIETE GENERALE

## INTERNATIONAL CAPITAL MARKETS

## US MONEY AND CREDIT

## Concerned investors flock to the sidelines

U.S. BOND PRICES sank last week in a broad-based retreat which reflected investor concern about the (so far limited) signs of a pick-up in economic activity and the recent spurt in M1, the basic U.S. money supply measure.

Both factors have led to a general market view that the Fed's easing moves may have run their course—at least for the moment. Reflecting this, the market's attention is now firmly focused on the next batch of economic and monetary numbers, including the broader M2 and M3 monthly aggregates due out on Thursday, and on the next policy-making Federal Open Market Committee meeting on December 18.

The sea-change in investor sentiment, which has come despite a continuing slight downward drift in short-term money market rates in the aftermath of the discount rate cut, can be traced to the massive \$6.4bn increase in M1 reported 10 days ago which was followed up with a \$2.2bn increase last week.

The recent jump in M1 has lifted the basic monetary aggregate from the bottom almost to the mid-point of the Fed's target range.

Dr. Henry Kaufman of Salomon Brothers noted, "The Federal Reserve is

U.S. MONEY MARKET RATES (%)				
	Last Friday	1 week	4 weeks	12-month
Fed Funds (weekly average)	5.50	5.50	5.50	5.50
Three-month Treasury bills (bid)	5.38	5.43	5.54	5.77
Six-month Treasury bills (bid)	5.31	5.37	5.50	5.84
Three-month prime CDs	5.38	5.50	5.55	5.75
30-day Commercial Paper	5.55	5.55	5.70	5.50
90-day Commercial Paper	5.75	5.80	5.70	5.50

U.S. BOND PRICES AND YIELDS (%)				
	Last Friday	1 week	4 weeks	12-month
Seven-year Treasury	100 1/8	-1/8	-1/8	-1/8
10-year Treasury	100 1/4	-1/4	-1/4	-1/4
30-year Treasury	100 1/2	-1/2	-1/2	-1/2
New 10-year "A" Finance	N/A	-1/4	-1/4	-1/4
New "AA" Long utility	N/A	-1/4	-1/4	-1/4
New "AA" Long industrial	N/A	-1/4	-1/4	-1/4

Money Supply: In the week ended November 22 M1 rose by \$2.2bn to \$224.2bn.

now seeing its prodigious efforts to revitalise monetary and economic expansion begin to bear fruit.

Dr. Kaufman also said that the Fed's stimulative efforts are evident elsewhere in a number of key statistical indicators. These include the banking figures which reveal a sharp increase in banks' net reserve positions, and in a \$6bn increase over the last four weeks in the Fed's outright holdings of U.S. government paper.

This view—which implies less pressure on the Fed to ease further—was also reinforced last week by the economic

statistics and most pointedly by the unexpected decline in the November U.S. civilian unemployment rate to 7.2 per cent from October's 7.4 per cent.

But while investors flocked to the sidelines in the face of such statistics and the somewhat bearish comments of a number of senior Wall Street economists, not everyone agreed that a further Fed easing has been postponed.

Among the dissenters Mr. Philip Braverman of Briggs Schaeffle believes the Fed's recent actions signify a "changing of gear." "The Fed is likely to ease further in the

next FOMC meeting... producing a lower funds rate and possibly a lower discount rate either just before Christmas or at the latest prior to chairman Volcker's January testimony (to Congress)," he said.

Mr. Braverman argues that "the persistent growth recession" despite the November pick-up in employment, requires further Fed stimulus, in particular to offset "the worsening budget deficit, a parallel slowing in the growth of both the industrialised nations and the LDC-saddled financial strains, the increased potential for a steep drop in oil prices and perhaps outright deflation."

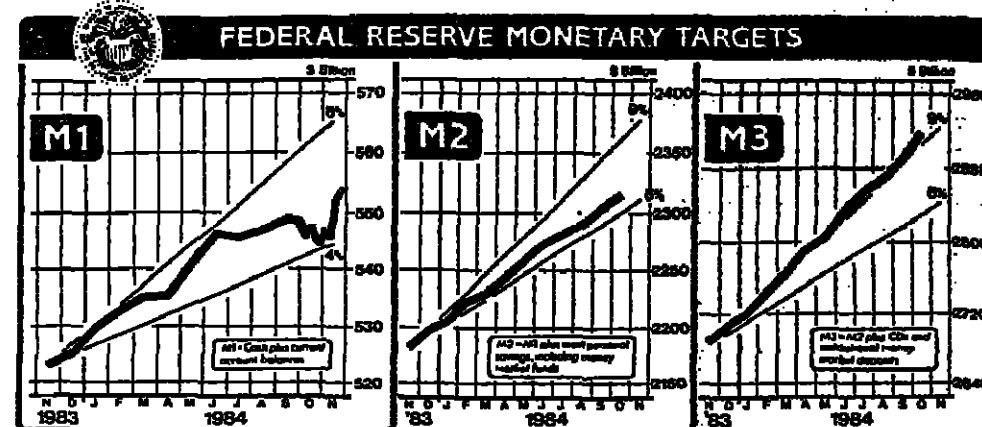
Thus Mr. Braverman, and a few others, argue that the recent sharp setback in bond prices could prove temporary. The outcome of the current debate could well rest on FOMC members' interpretation of the latest economic and monetary signals.

In the meantime however the U.S. credit markets have adopted a very firm "wait-and-see" attitude. Treasury bill rates declined slightly last week while most other short-term rates were unchanged despite a federal funds rate down to a new 12 month low of 5.5 per cent.

In the Government bond mar-

ket however prices sank following the release of the M1 figure and the unemployment statistics, and the Treasury long bond lost more than a full point down on the week at 100 1/2 to yield 11.69 per cent, up from 11.55 per cent week earlier. For the first time since the start of September the Treasury long bond is now yielding more than it did a month previously.

Corporate bond prices were also lower by between 1 and 2 points on the week while most medium-term issue rates were unchanged to 15 basis points higher and long-term rates rose by between 13 and 25 basis points. As Salomon Brothers noted, "seasoned long-term yields have also risen relative to medium, causing those spreads to widen in recent weeks."



New corporate issues last week totalled almost \$1.35bn, according to First Boston figures. Among the new issues Amex sold \$150m of ten-year 14 1/2 per cent notes at par, IBM Credit Corporation sold \$300m of three-year extendable 10 1/2 per cent notes at par, and Texaco sold \$500m of three-year

extendable 10 1/2 per cent notes at 99.85 to yield 10.70 per cent. The World Bank also returned to the U.S. capital markets, selling \$300m of ten-year 11 1/2 per cent notes which yielded 11.65 per cent. Among other interesting issues in the credit markets was Penn Mutual Life Insurance Company and Salomon Brothers

launched the first-ever issue of collateralised mortgage obligations backed by commercial mortgages. The \$204.8m of securities are backed by 85 commercial mortgages. The issue was placed privately by Salomon.

Paul Taylor

## UK GILTS

## 'Confident torpor' to last the year

BT's LAUNCH may finally be out of the way, but that has done little to stir what one broker described as the state of "confident torpor" in the gilt-edged market.

And if the talk among brokers and fund managers at Christmas parties is any guide, there are few expecting that situation to change significantly ahead of the New Year.

The immediate focus of the market is on Tuesday's provisional money supply figures for November, which are almost universally expected to be bad.

Most of the forecasts for sterling M3 are clustered around a growth of 14 to 15 per cent during the month. There is some evidence suggesting that bank lending, which surged by £2.1bn in October, remained high last month, with predictions ranging up to nearly £3bn.

Many believe, however, that the figures would have to be very bad indeed to cause more than a temporary dent in the

market's confidence.

Present prices already seem to be discounting a substantial increase in M3, and many in the market are also looking forward to what they expect will be much better figures in the coming months.

There is also a widespread view that strong institutional liquidity and the propensity of fund managers to "window dress" their books at the end of the year may mean that any falls in the market are seen as a buying opportunity.

In the meantime the U.S. is regarded as a more or less neutral influence over the short-term, the miners' strike is being largely ignored, and perhaps the main uncertainty is over oil prices and sterling.

With the immediate influences on the market ambiguous, some economists have been turning their attention to the more fundamental relationship between gilt-edged yields and inflation.

Inflationary expectations have traditionally lagged behind actual changes in the rate and the question therefore is how far the present yield structure now reflects an adjustment to an environment of relatively stable inflation.

Roger Bootle of Capel-Cure Myers believes that the adjustment to five per cent inflation—and to the view of most forecasters that it will stay around that level for the foreseeable future—is still not complete.

The real return on index-linked stocks at the long end of the market are still implying a break-even inflation rate of 7 per cent.

Even allowing for the risk premium investors would expect to receive on conventional stocks—perhaps as high as one percentage point—nominal yields of 10 per cent for long-dated issues have still to catch up with the fall in the inflation rate. It is that adjustment, which

Mr. Bootle argues can be expected by the end of 1985, which will eventually prove decisive in pushing yields through the psychological 10 per cent barrier to a level closer to 9 per cent.


This is a view shared by David Smith of Williams & Broe, who is forecasting a decline in the real return on conventional stocks to around 4 per cent at the end of 1985 from the present 5 per cent as people adjust to the reality of lower inflation.

Mr. Smith also poses the interesting suggestion that the present price structure of index-linked stocks could be signalling an expected fall in real interest rates.

The anticipated capital gain of such a fall for holders of index-linked issues would partly explain the present disparity in real yields between index-linked and conventional stocks.

Philip Stephens

This announcement appears as a matter of record only.



## European Investment Bank

### U.S.\$250,000,000

### Note Issuance Facility

Arranged by

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Facility Agent  
and Underwriting Banks' Agent

## Bankers Trust International Limited

Facility Issuing and Paying Agent

## Bankers Trust Company

November 21, 1984

## FT/AIBD INTERNATIONAL BOND SERVICE

U.S. DOLLAR				Chg. on			
Issued	Price	Yield	Week	Issued	Price	Yield	Week
Agon Invest. 11/15/91	50	100%	+0.04	11.79			
Agon Invest. 11/15/91	50	100%	+0.04	11.79			
All Nippon Air 14/34	100	100%	+0.04	11.96			
Amer. Sav. Inc. 12/85	125	100%	+0.04	11.84			
Asahi 11/15/91	100	100%	+0.04	11.84			
Asian Dev. Bk. 11/15/91	100	100%	+0.04	11.84			
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## INTERNATIONAL CAPITAL MARKETS AND COMPANIES

## CORPORATE FINANCE

## GEC highlights share repurchase rationale

THE VIEW that companies which buy back their own shares must be in a position of weakness has long been dead in the U.S.—and there are signs that it is now beginning to crumble in the UK.

The rationale behind share buy-backs was highlighted last week when General Electric Company became the first major listed British group to purchase its own equity since the 1981 Companies Act made such transactions practicable.

At least 50 quoted British companies—and almost 1,000 private ones—have taken the power to buy back their stock over the past three years, but only a handful have exercised it. GEC's decision last week to spend £20m on buying back roughly 40m of its shares—nearly 1.5 per cent of the total—is likely to inspire many finance directors to reassess the strategic implications of such a move for their own companies.

This is especially true at a time when the corporate sector's cash surplus is reaching record levels. Stockbrokers Hoare Govett estimate that the

top 150 companies' average income gearing (net interest paid as a proportion of pre-interest profits) has almost halved to 8.3 per cent in the last four years.

In GEC's case, the justification for share repurchase is straightforward: to improve the return to investors and hence support the share price. That strategy works best when interest rates are falling, because investors lose the benefit to the company of the interest which would have been earned on the cash used for buying back shares.

In the UK bought-back shares have to be cancelled, so the number of shares among which GEC's earnings are divided will fall, and earnings per share should—all other things being equal—therefore rise. When interest rates are low, the improvement in earnings per share should move them to make up for lost interest receipts.

GEC's £1.64bn cash mountain puts it in an ideal position to take in its own equity. The group has permission from its shareholders to purchase up to 250m shares and does not rule

out another foray into the market, although such a move seems unlikely in the near future.

A number of small property companies have relied on similar mathematics to use repurchase to improve their net assets per share, the yardstick by which all quoted property groups are valued. hTe most recent is Law Land, which bought in 1983,000 of its 43m shares last July at a 20 per cent discount to their asset value. It plans to buy up to 5 per cent of its equity annually—the maximum permitted for buy-backs in the open-market—over the next few years.

Law Land's July transaction was too small to make a significant impact on the discount to assets on which its shares trade. But Mr Derek Lucie-Smith, finance director, explains: "For us, it's a bit like buying property at 20 per cent discount, and we feel that has to be a good investment."

It may not be tax efficient for all investors to sell their shares back to the company through the market. Under the 1982 Finance Act, market sales are

liable to capital gains tax as in a normal transaction, although the company pays Advance Corporation Tax as if it were distributing dividends.

However, it is also possible for investors to sell directly to the company outside the market, in which case they become liable to income-tax on the majority of the proceeds. The latter route is attractive to tax-exempt institutions like pension funds, which can sell direct and reclaim the ACT paid by the company.

Kelsey Industries, a diversified Hemel Hempstead manufacturer, was the first public company to have given investors this choice, which is not, incidentally, available to GEC's shareholders. It offered to buy back 20 per cent of its equity for a maximum of £1.94m through a tender in February last year. Unless a tender offer is used, companies are not allowed to buy back more than 10 per cent of their equity—including off-market purchases—in any one year.

Kelsey's motives were to consolidate the family's majority holding in the company and

offer shareholders a chance to sell in what had been a restricted market. In the event, the group bought in its shares below the maximum tender price for a total of £1.67m.

Another share repurchase innovator is Whatman Reeve Angel, a small laboratory supplies group, which bought in just under 2 per cent of its shares last May with the intention of re-issuing them later to executives under a share option scheme.

In this way, it can provide an incentive to key staff in the form of shares without having to issue new equity, thereby avoiding the risk of diluting earnings attributable to public investors.

These are just examples of how smaller companies have dipped their toes into the water. But if interest rates decline further and if the corporate financial surplus continues to grow, it would not be surprising to see one or two larger groups follow the trend set by them and stamped with GEC's considerable approval.

William Dawkins

## Equity injection for Salén group

By Kevin Done in Stockholm

SALÉNINVEST, the beleaguered Swedish shipping group that is seeking an urgent financial reconstruction to stave off imminent collapse, said on Friday night that a consortium of Swedish finance companies and merchant banks had agreed to underwrite a SKr 300m (\$34m) injection of new equity capital.

The Salén group is Sweden's biggest shipping group and the world's largest operator of refrigerated cargo vessels.

The share issue would be subject to a number of conditions, however, most importantly to agreement from Salén's main creditors, the Swedish state and the banks, to contribute almost SKr 150m in additional support.

The state has guaranteed around SKr 1.2bn of Salén's SKr 3.4bn of outstanding loan debt.

Negotiations between the state and Saléninvest's leading bank

## Top management post at Olympia

BY JOHN DAVIES IN FRANKFURT

Herr Karl Ernst Kalkbrenner is being brought in to take over the top management job at OLYMPIA, the office equipment concern majority-owned by AEG-Telefunken of West Germany. Faced with intensely competitive markets, Olympia has been struggling in recent years to return to profitability through restructuring measures and tight cost control.

Herr Kalkbrenner will move in initially as deputy chief executive next month and take over the top position in June. He was a member of the management board of Porsche, the car maker, for many years before joining the board of Rosenthal Technik, the technical ceramics company, in April, 1981.

He is taking over from Dr Gerhard Lofink, who has held the top job at Olympia only since the beginning of this year. Dr Lofink is joining the management board of another company in the AEG-Telefunken group, although details have not yet been disclosed.

Herr Uwe Stohwasser, a divisional head at AEG-Telefunken, will also join the Olympia board next month, with responsibility for sales.

The Olympia parent company reduced its loss to DM 34.7m last year from DM 216m, but Olympia and AEG have declined to indicate the likely result this year. Its main domestic competitor, Triumph-Adler, has also been trying to reduce its losses and recently brought in Herr Wolfram Nadebusch as its new chief executive.

Meanwhile, the AEG-TELEFUNKEN supervisory board—the body which under West German corporate law supervises the management board—has named Dr Klaus Kuhn as its new chairman. He succeeds Dr Hans Friderichs, who remains a supervisory board member. Dr Kuhn, a financial expert, has been one of the key figures guiding the recovery of AEG-Telefunken, which recently fulfilled the terms of its court-supervised debt settlement.

## West German flotations heavily oversubscribed

BY OUR FRANKFURT CORRESPONDENT

SHARE ISSUES by ADV/Orga, the computer software house, and Moto Meter, the motor vehicle instruments maker—the latest companies to go public in West Germany have been heavily oversubscribed.

ADV/Orga, one of West Germany's largest software houses, offered 44,000 non-voting preference shares, with a nominal value of DM 50 each, at a price of DM 250 (\$81) per share.

At the same time, Standard Elektrik Lorenz, the West German telecommunications subsidiary of I.T.T. of the U.S., has taken a 7.5 per cent stake in the company for an undisclosed price.

The majority of the ordinary shares are held by Herr Friedrich Meyer, who has built up the concern. With about 400 employees, ADV/Orga increased its sales revenue by 28

per cent to DM 55.3m in the year to June 30.

Moto Meter, the country's second largest maker of vehicle instruments, has raised DM 4.6m through an offer of one-fifth of its ordinary share capital at a price of DM 115 per share (with a nominal value of DM 50).

The company, which has 1,000 employees, expects sales revenue of DM 120m this year. Large minority stakes are held by financial investment groups in Switzerland and West Germany.

Trading in shares in ADV/Orga and Moto Meter is due to begin later this month in the second-tier market or so-called "gergerte Freiverkehr." ADV/Orga is to be traded on stock exchanges in Frankfurt, Hannover and Bremen, while Moto Meter will be traded in Frankfurt and Stuttgart.

## Committee clears UT chairman

By Terry Dodsworth in New York

THE INDEPENDENT directors on the board of United Technologies, the U.S. conglomerate, have cleared the chairman of the management of the group had engaged in illegal or improper practices.

The statement follows a turbulent period for the group's top management, in which Mr Harry Gray, the chairman, was accused of electronically bugging fellow executives and other "improper" conduct.

An investigation committee of the board was created to look into the complaints, which arose following the surprise resignation of Mr Robert Carlson from the presidency of the company. According to the committee, none of the allegations could be substantiated.

Support from the outside directors would appear to strengthen the position of Mr Gray, who is at retirement age and has attracted some criticism for not doing more to choose a successor.

## Elders stake boosts net earnings at Goodman

BY DAI HAYWARD IN WELLINGTON

RETURNS from its 14 per cent stake in Australia's

Elders LXL have helped Goodman Industries, the New Zealand banking, food and investment group, to boost net profit by 155 per cent for the six months ended September to NZ\$22.8m (US\$11.1m) and the company expects to make a profit of around NZ\$45m for the full year.

Goodman spent more than NZ\$200m in 1983 buying into Elders LXL and leading New Zealand companies including NZ Forest Products, and Newmans, the transport and travel group.

Earnings from Elders, which are included for the first time in the group's earnings, were a major factor in the 155 per cent jump. Another benefit from Goodman's Australian investments and operations was a tax credit of NZ\$2.6m on written-off development costs and export incentives. Last year

the company had a tax bill of NZ\$1.3m.

Last June Goodman took over the management of Provincial Traders Foods Proprietary, the Australian jam and margarine producer.

Goodman is also a joint owner, with Wattie Industries, of Dominion Industries which in turn holds 24 per cent of NZ Forest Products. Goodman is selling its stake in Dominion to Wattie but will still benefit from good Forest Products results through its shareholding in Wattie.

Sales by Goodman for the six months period increased from NZ\$88.5m to NZ\$162m while operating earnings advanced from NZ\$9.1m to NZ\$17m.

The company has declared a second interim tax-free dividend of 2 cents a share bringing interim dividends to 6.5 cents a share.

## Handelsbanken dismantles two-president structure

BY OUR STOCKHOLM STAFF

MR JAN EKMAN is to change his role at Handelsbanken, the Swedish commercial bank, after seven years as one of two joint presidents of the bank.

Mr Ekman, who is responsible for the bank's international operations, will be coming deputy chairman of the board and chairman of a newly formed international committee where "he will do much the same thing in practice, but with a more strategic focus," the bank says. "When he took the job in 1978, Mr Ekman agreed with

the board that he would have an option to leave at 55." The change in roles takes effect in March.

With the move, the Handelsbanken two-president structure will be dismantled, leaving Mr Tom Hadelius, 45, as the single managing director.

International operations will be taken over by vice president, Mr Ljungh, who is known for his work as a personal assistant to Mr Robert McNamara, former President of the World Bank.

## Chairman for Renault truck unit

BY PAUL BETTS IN PARIS

M Philippe Gras has been appointed chairman of RENAULT VEHICULES INDUSTRIELS (RVI), the large-truck member of the French state-owned Renault group. This follows the appointment of M Pierre Semerari, the former RVI chief executive, to head Renault's car division. The appointments are part

of a major management reshuffle by the financially troubled French car group. M Gras has been up to now the marketing and commercial director of RVI. This function will now be taken over by M Hervé Guillaume, RVI's financial director. M Raoul Chabot has been appointed RVI's new financial director.

This announcement appears as a matter of record only.

Canadian \$30,000,000



## The Regional Municipality of Ottawa-Carleton (CANADA)

12½% Debentures due December 4, 1994

Issue Price 100%

Wood Gundy Inc.

Credit Suisse First Boston Limited

Kredietbank International Group

Merrill Lynch Capital Markets

Société Générale

Deutsche Bank Aktiengesellschaft

Lévesque, Beaubien Inc.

Morgan Guaranty Ltd

Union Bank of Switzerland (Securities) Limited

S. G. Warburg & Co. Ltd.

Algemene Bank Nederland N.V.	Amro International Limited	BankAmerica Capital Markets Group	The Bank of Bermuda, Ltd.
Bank Gutzwiller, Kurz, Bungeger (Overseas) Limited	Bankhaus Hermann Lampe Kommanditgesellschaft	Bank Leu International Ltd.	Bank Leu International Ltd.
The Bank of Nova Scotia	Banque Bruxelles Lambert S.A.	Banque Nationale de Paris	Chase Manhattan Capital Markets Group
Banque Paribas	H. Albert de Bary & Co. N.V.	Bayerische Landesbank Girozentrale	Chase Manhattan Capital Markets Group
Chemical Bank International Group	CIBC Limited	Citicorp Capital Markets Group	Commerzbank Aktiengesellschaft
Crédit Commercial de France	Crédit Lyonnais	Crédit du Nord	Dai-ichi Kangyo International Limited
Daiva Europe Limited	DG Bank	Dominion Securities Pitfield Limited	Dresdner Bank Aktiengesellschaft
Effectenbank-Warburg	Enskilda Securities	First Chicago	Fuji International Finance Limited
Genossenschaftliche Zentralbank AG	Girozentrale und Bank der Österreichischen Sparkassen	Goldman Sachs International Corp.	Hill Samuel & Co. Limited
Great Pacific Capital S.A.	Hambros Bank Limited	Hessische Landesbank - Girozentrale -	Kleinwort, Benson Limited
IBJ International Limited	Kidder, Peabody International Limited	Midland Doherty Limited	Mitsubishi Finance International Limited
LTCB International Limited	McLeod Young Weir International Limited	Morgan Stanley International	Nesbitt, Thomson Limited
Samuel Montagu & Co. Limited	Morgan Grenfell & Co. Limited	Norddeutsche Landesbank - Girozentrale -	Sal. Oppenheim jr. & Cie. Limited
The Nikko Securities Co., (Europe) Ltd.	Nomura International Limited	PK Christiania Bank (UK) Limited	Sanwa International Limited
Orion Royal Bank Limited	Pearson, Heldring & Pierson N.V.	Salomon Brothers International Limited	Société Générale de Banque S.A.
Rabobank Nederland	Richardson Greenfields of Canada (U.K.) Limited	Swiss Bank Corporation International Limited	Standard Chartered Merchant Bank
Schoeller & Co. Bank Aktiengesellschaft	J. Henry Schroder Wagg & Co. Limited	Sumitomo Trust International Limited	Sumitomo Trust International Limited
Standard Chartered Merchant Bank	Vereins- und Westbank Aktiengesellschaft	Westdeutsche Genossenschafts-Zentralbank e.G.	Westdeutsche Genossenschafts-Zentralbank e.G.
Toronto Dominion International Limited	Westfälische Bank Aktiengesellschaft	Yamaichi International (Europe) Limited	Yasuda Trust Europe Limited

December 1984

This announcement appears as a matter of record only.

Canadian \$75,000,000



TCPL Resources Ltd.

12½% Notes Due 1989  
and 75,000 Warrants to purchase  
Canadian \$75,000,000 12½% Notes Due 1994  
Payment of principal and interest unconditionally and irrevocably guaranteed by



TransCanada Pipelines Limited

Issue Price of the 12½% Notes Due 1989: 100%  
Issue Price of the Warrants: Canadian \$38

Wood Gundy Inc.

Hambros Bank Limited

Union Bank of Switzerland (Securities) Limited

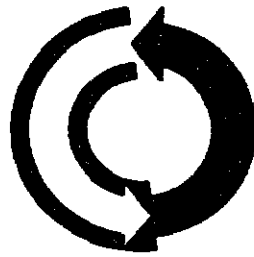
Algemene Bank Nederland N.V.	Banque Bruxelles Lambert S.A.	Banque Paribas
CIBC Limited	Citicorp Capital Markets Group	Commerzbank Aktiengesellschaft
Merrill Lynch Capital Markets	Mitsubishi Finance International Limited	Nesbitt, Thomson Limited
Nomura International Limited	Orion Royal Bank Limited	Salomon Brothers International Limited
Société Générale de Banque S.A.	Swiss Bank Corporation International Limited	S. G. Warburg & Co. Ltd.
Amro International	BankAmerica Capital Markets Group	Bank Gutzwiller, Kurz, Bungeger (Overseas) Limited
Bankhaus Hermann Lampe Kommanditgesellschaft	Bank Leu International Ltd.	Banque Générale du Luxembourg S.A.
Banque Internationale à Luxembourg	Banque Nationale de Paris	Banque Populaire Suisse S.A. Luxembourg
H. Albert de Bary & Co. N.V.	Berliner Bank Aktiengesellschaft	Berliner Handels- und Frankfurter Bank
Chase Manhattan Capital Markets Group	Chemical Bank International Group	County Bank Limited
Crédit Lyonnais	Crédit du Nord	Dai-ichi Kangyo International Limited
Dresdner Bank Aktiengesellschaft	Drexel Burnham Lambert Incorporated	Effectenbank-Warburg Aktiengesellschaft
Fuji International Finance Limited	F. van Lanschot Bankiers N.V.	Genossenschaftliche Zentralbank AG
Girozentrale und Bank der Österreichischen Sparkassen	Goldman Sachs International Corp.	Great Pacific Capital S.A.
Handelsbank N.W. (Overseas) Ltd.	Hessische Landesbank - Girozentrale -	Hill Samuel & Co. Limited
Kidder, Peabody International	Kleinwort, Benson	Kredietbank International Group
Lloyds Bank International Limited	LTCB International Limited	McLeod Young Weir International Limited
Morgan Grenfell & Co. Limited	Morgan Guaranty Ltd	Morgan Stanley International
The Nikko Securities Co., (Europe) Ltd.	Sal. Oppenheim jr. & Cie.	Pearson, Heldring & Pierson N.V.
Prudential-Bache Securities	Schoeller & Co. Bank Aktiengesellschaft	Société Générale
Sumitomo Trust International Limited	Toronto Dominion International Limited	Vereins- und Westbank Aktiengesellschaft
Westdeutsche Genossenschafts-Zentralbank e.G.	Westfälische Bank Aktiengesellschaft	Yamaichi International (Europe) Limited
		Yasuda Trust Europe Limited

December 1984

Copies of this document having attached thereto the documents specified herein, have been delivered to the Registrar of Companies for registration.

Application has been made to the Council of The Stock Exchange for all the shares of common stock of Process Systems, Inc., issued and to be issued, to be admitted to the Official List.

This document includes particulars given in compliance with the Regulations of the Council of The Stock Exchange for the purpose of giving information with regard to Process Systems, Inc. The Directors of Process Systems, Inc., have taken all reasonable care to ensure that the facts stated herein are true and accurate in all material respects and that there are no other material facts the omission of which would make misleading any statement herein whether of fact or opinion. All the Directors of Process Systems, Inc. accept responsibility accordingly.



# Process Systems, Inc.

(Incorporated with limited liability under the laws of the State of Georgia, United States of America)

## OFFER FOR SALE by J. HENRY SCHRODER WAGG & CO. LIMITED of

16,000,000 shares of common stock of par value US\$0.025 each at 92p per share payable in full on application

The Application Lists for the shares now being offered for sale will open at 10 a.m. on Thursday, 13th December, 1984 and may be closed at any time thereafter. The procedure for application and the Application Form are set out at the end of this document. It is expected that dealings in the whole of the issued share capital of the Company will commence on 20th December, 1984.

### SUMMARY

The information below should be read in conjunction with the full text of this document, from which it is derived.

#### BUSINESS

The Company, a high technology company, based in Charlotte, North Carolina, US, designs software for microelectronic control and recording equipment, which it assembles and distributes to the US electricity supply industry. For its major product, the solid state recorder, the Company has established itself as the market leader, accounting for an estimated 60 per cent. of units sold to US electrical utilities in the year to 30th June, 1984. In that year, the Company's second largest contributor to sales was its electronic totaliser; it had an estimated 90 per cent. share of this market. The Directors estimate that only some 8 per cent. of the potential market for solid state recorders has been satisfied to date. The Company is now poised to benefit significantly from a lengthy period of evaluation of its solid state recorders by a number of major US electrical utilities.

The Company has a substantial commitment to research and development, amounting to 11 per cent. of sales in the year to 30th June, 1984, to enhance existing products and to provide new products for the future. One such product, the ProData system, is expected to become the second largest contributor to sales in the current year. A time of use meter and a load management system are at advanced stages of development, with material sales of the time of use meter expected in the year to 30th June, 1985.

As shown below, the Company's sales have grown rapidly in the five years to 30th June, 1984. The Company has expanded to meet this demand and the number of employees now totals 89, as compared with 66 at 30th June, 1984 and 39 a year earlier. Furthermore, sales per employee increased from \$105,000 in the year to 30th June, 1983 to \$159,000 in the year to 30th June, 1984.

#### TRADING RECORD AND FORECAST

Net sales, net income after taxes and earnings per share of the Company for the five years ended 30th June, 1984 were as follows:—

	Year ended 30th June				
	1980	1981	1982	1983	1984
	\$'000	\$'000	\$'000	\$'000	\$'000
Net sales	819	1,577	2,363	3,718	8,349
Net income after taxes	5	152	379	602	1,803
Earnings per share (cents)	0.03	0.57	1.27	1.95	3.81

The Directors forecast that net income after taxes for the year ending 30th June, 1985 will be not less than \$2.9 million, equivalent to 5.6 cents per share, on the basis of which they intend to pay a dividend of 0.35 cents per share.

#### OFFER FOR SALE STATISTICS

Offer for Sale price per share	92 pence
Market capitalisation at Offer for Sale price	\$49.4 million
Price-earnings ratio on forecast earnings per share (Note)	19.8 times
Gross dividend yield based on forecast dividend per share (Note)	0.2 per cent.

Note: an exchange rate of \$1.2075, £1 has been used, being the rate ruling at the close of business on 5th December, 1984.

### GLOSSARY

Meter	Device to measure consumption of electricity.
Isolation relay	Device linked to a meter which allows multiple attachments of monitoring equipment.
Totaliser	Device for combining the information from a number of separate meters.
Recorder	Device which records the information from a meter or a totaliser.
Load management	A means by which the consumption of electricity can be controlled.
Microprocessor	Silicon-based component capable of performing complex electronic functions.
Solid state	Incorporating untransistised electronic components.
Microelectronics	Electronics incorporating microprocessors.

### HISTORY AND DEVELOPMENT OF THE BUSINESS

The Company was incorporated on 1st July, 1980 by Lawson Hamilton and, from its inception, concentrated on the practical application of solid state electronic technology to process control and monitoring in basic industries. The early products were computer-controlled colour matching systems for the textile industry and process control equipment for the chemical industry. These products were technically successful but their servicing requirements proved onerous and the business was not profitable. Consequently, the Company sold that business to Reliance Electric Company (now a division of Exxon Corporation) in 1975.

The Company then introduced a line of electrical monitoring and energy management equipment using microelectronic technology. These products were marketed on a nation-wide basis to commerce and industry. The resulting business contacts with US electrical utilities identified a specific market for which the Company was to develop its current systems and products.

In 1978, the Company first introduced microelectronic products designed for direct application to the US electricity supply industry, from which it currently derives almost

all its sales revenues. After initially producing a time of day demand indicator, the Company developed a range of electronic devices comprising isolation relays, totalisers, solid state recorders and related products, which are marketed under the Sentry brand name. The success of these products is reflected in the Company's rate of growth over the last five years and has enabled it to consolidate its marketing and service base with the US electricity supply industry.

In June, 1984, 5.25 million shares were placed with selected UK institutions, raising \$3.6 million net of expenses for the Company. At that time the Directors stated their intention to seek a public market for the Company's shares. The decision to list the shares of the Company in London rather than in the US reflects the Directors' preference to avoid the significant time and expense associated with being a listed company in the US at this stage in the Company's development.

Of the 16 million shares now being offered for sale, 8.6 million are being sold by existing US shareholders. None of the UK institutional shareholders is selling shares in the Offer for Sale. The Directors and the other vendors have stated that it is not their intention to sell any further shares for a period of 12 months.

### DIRECTORS, ADVISERS AND BANKERS

#### DIRECTORS

Lawson Early Hamilton, III  
Chairman, President and Chief Executive Officer

Frank Hiram Hoff  
Vice President — Sales

William Michael Turner  
Vice President — Finance and Operations and Treasurer

Michael David Alambik

Ernest Reed Gaskin

Luther Hartwell Hodges, Jr.

Walter Olin Nisbet, III

Earl Neffle Phillips, Jr.

all of 8334 Arrowridge Boulevard, Charlotte, North Carolina, 28210,

and all being citizens of the US.

Company Secretary and Principal Officer

William Michael Turner

8334 Arrowridge Boulevard, Charlotte,

North Carolina, 28210.

Issuing House

J. Henry Schroder Waggoner & Co. Limited,

120 Cheapside,

London EC2V 6DS.

Auditors and Joint Reporting Accountants  
Price Waterhouse,  
Certified Public Accountants,  
One NCNB Plaza, Suite 3200,  
Charlotte, North Carolina, 28280.

Joint Reporting Accountants  
Price Waterhouse,  
Chartered Accountants,  
Southwest Towers, 32 London Bridge Street,  
London SE1 8SY.

Solicitors to the Company  
Stephenson Harwood,  
Saddlers' Hall, Cutler Lane, Cheapside,  
London EC2V 6BS.

United States Counsel to the Company  
Alambik, Fine & Callner, P.A.,  
300 Peachtree Centre, South Tower,  
225 Peachtree Street, N.E.,  
Atlanta, Georgia, 30303.

Solicitors to the Offer for Sale  
Linklaters & Paines,  
Barrington House, 59-67 Gresham Street,  
London EC2V 7JA.

United States Counsel to the Offer for Sale  
Shearman & Sterling,  
St. Helen's, 1 Undershaft,  
London EC3A 8HX.

Stockbrokers

de Zoete & Bevan,

25 Finsbury Circus,

London EC2M 7EE.

Bankers

First Union National Bank,

First Union Plaza,

Charlotte, North Carolina, 28288.

Williams & Glyn's Bank plc,

5-10 Great Tower Street,

London EC3R 5DH.

UK Registrar

National Westminster Bank PLC,

Registrar's Department, P.O. Box 82,

37 Broad Street,

Bristol BS99 7NH.

Receiving Bankers

National Westminster Bank PLC,

New Issues Department,

P.O. Box 79, 2 Princess Street,

London EC2P 2BD.

### SHARE CAPITAL

Authorised	Shares of common stock of par value US\$0.025 each	Issued and outstanding and to be issued fully paid
100,000,000		53,734,000

In addition, the Company has outstanding Stock Options which, if exercised in full, would require the issue of a further 4,400,000 shares.

The shares which are now being offered for sale will rank in full for all dividends and other distributions hereafter declared, made or paid on the issued shares.

### INDEBTEDNESS

At the close of business on 23rd November, 1984 the Company had outstanding secured indebtedness in the amount of \$8 million and a guarantee in connection therewith in respect of an Industrial Revenue Bond issued in connection with the purchase and development of new premises at Charlotte, North Carolina.

Save as aforesaid, the Company did not have any loan capital (including term loans) outstanding, or created but unissued, or any other borrowings or indebtedness in the nature of borrowings, including bank overdrafts and liabilities under acceptances (other than normal trade bills) or acceptance credits, mortgages, charges, hire purchase commitments, guarantees or other material contingent liabilities.

### DEFINITIONS

The following definitions apply throughout this document unless the context requires otherwise:—

"the Company"	Process Systems, Inc.
"shares"	The shares of common stock of par value US\$0.025 of the Company whether issued and outstanding, in treasury or authorized but unissued.
"the Offer for Sale"	The offer for sale by J. Henry Schroder Waggoner & Co. Limited of 16,000,000 shares described in this document.
"new shares"	The 5,560,000 shares being issued by the Company and the 940,000 shares being sold by the Company from treasury which, in each case, are included in those now being offered for sale.
"vendors"	Existing shareholders (other than the Company) who are selling shares which are included in those now being offered for sale.
"vendor shares"	The 8,600,000 shares now being sold by the vendors and which are included in those now being offered for sale.
"Stock Options"	Options to subscribe for shares.
"UK and US"	United Kingdom of Great Britain and Northern Ireland and United States of America, respectively.
"\$", "US", "dollars" and "cents"	US dollars and cents.

This document does not constitute an offer or solicitation to anyone in any jurisdiction outside the UK in which such offer or solicitation is not authorized or to any person to whom it is unlawful to make such offer or solicitation.

The shares now being offered for sale have not been registered under the Securities Act of 1933, as amended, of the US. Accordingly, such shares may not be offered, sold, resold, or transferred directly or indirectly in the US, its territories and possessions, or Canada (collectively "North America"), or to or for the benefit of any person who is a national or resident thereof, the estate of any such person, or any corporation or other entity created or organized in or under the laws of the US, its territories and possessions, or Canada or any political subdivision thereof (collectively "North American Person") or to any person purchasing such shares for reseller, resale, retransmission or transfer in North America or to or for the benefit of any North American Person as part of the distribution of such shares. No holder of such shares may, under any circumstances, as principal or agent, offer, sell, resell, or transfer such shares in North America or to or for the benefit of any North American Person at any time on or before 30th June, 1985. In order to give effect to these restrictions, every application for such shares and every other person applying for registration in respect of such shares on or before 30th June, 1985 will be required to make a declaration in the form referred to in paragraph 5 of Appendix III, and the certificates representing such shares will bear a legend referring to such restrictions.

Existing UK shareholders of the Company are being offered preferential application rights under the Offer for Sale for up to 1,600,000 shares. Details of these rights are set out in Procedure for application.

### INDUSTRY BACKGROUND

The US electricity supply industry comprises over 200 listed utility companies, 100 federal government-owned projects, 1,700 municipal systems and 800 rural co-operatives. The 150 major listed utility companies account for some 85 per cent. of the electricity sold in the US, and the Company has sold its products to the majority of them.

Under the Public Utility Regulatory Policies Act of 1978 of the US, State Public Service Commissions, which are established to regulate rates in the electricity supply industry, are required to consider and adopt, if appropriate, time of use rates (requiring appropriate metering equipment), seasonal rates and load management techniques for utilities under their respective jurisdictions. Applications from utilities to increase their charges must be supported by survey data covering the consumption pattern of electricity by samples of users. In recent years survey requirements have become significantly more detailed and there has been a demand for more reliable information. Similarly, with the increasing cost of electricity, industrial customers, who generally account for a major proportion of utilities' sales, have also sought more accurate data on consumption, partly to verify billing and partly to monitor their use of electricity.



# Process Systems, Inc.

continued

In the past, utilities have used magnetic tape recorders to provide data both for survey purposes and for billing. This medium for recording data has, however, proved cumbersome and in many cases unreliable. Malfunctions in magnetic tape recorders have proved to be relatively frequent and it is often the case that up to 30 days' data may be lost, causing serious gaps in surveys and possible loss of income. Accordingly, utilities have begun to purchase solid state devices, such as those produced by the Company, to replace magnetic tape recorders. These products are more reliable, enable the collection of more detailed data and offer the ability to recover the data remotely via the telephone line.

Utilities avoid, wherever possible, building new generating capacity, due in part to the cost being a substantial multiple of that of existing plant and due also to the strength of the US environmental lobby. Consumption of electricity is subject to peaks and troughs throughout the day and utilities, therefore, take measures to reduce electricity consumption in periods of peak demand, particularly where this is close to maximum capacity. This can be done in two ways—

- time of use pricing, which relates the cost of electricity to the time of day at which it is used; and
- load management programmes, whereby the customer permits the utility, for a lower basic price of electricity, to turn off the supply to some appliances. In residential applications this would be restricted to identified, non-essential, appliances.

The Company's research and development programme is primarily directed towards new products designed to provide the means for limiting electricity consumption at times of peak demand, using each of these two methods.

The US electricity supply industry is a cautious one, in which malfunctions have serious public consequences. Utilities' purchasing strategy is therefore strongly averse to risk-taking. Initially, utilities purchase relatively small numbers of units of a new product for evaluation. After satisfactory testing of these evaluation quantities, utilities accept the product and generally place orders for significantly larger quantities. This process of evaluation and acceptance of new products, even from established suppliers of other accepted products, can, depending on the product, take up to two years. Once a supplier, such as the Company, has had its products accepted, it stands at a significant competitive advantage to other potential suppliers.

## BUSINESS OF THE COMPANY

### PRODUCTS

The contributions of the three existing product ranges to the net sales of the Company for the five years ended 30th June, 1984 were as follows—

	1980 \$'000	1981 \$'000	1982 \$'000	1983 \$'000	1984 \$'000
Solid state recorder systems	—	188	189	1,778	5,944
Electronic totalisers	288	360	1,782	1,866	2,076
Isolation relays	46	107	194	180	287
Other income (Note)	485	288	228	94	180
	819	1,577	2,392	3,718	8,349

Note: Other income includes interest income, lease revenues on equipment owned by the Company, service revenues and spare parts for the previous generation of products.

Sales of solid state recorder systems have grown from \$0.2 million to \$5.8 million over the three years to 30th June, 1984, and are expected to continue to grow substantially during the current year. The market for totalisers and isolation relays is regarded as mature and sales are expected to remain at similar levels to those of the past three years. A new product, the ProData system, is currently being introduced and evaluation quantities of this system have been sold. The evaluation period for this product is only some 2-4 months and it is expected that it will be the second largest contributor to sales in the year to 30th June, 1985.

### Solid state recorder system

The solid state recorder system enables utilities to collect and store data relating to quantity and time of use of electricity consumption by individual customers, which can then be used for both survey information and billing. The system comprises a central station located at the utility which is linked to recorders at selected customers' premises. The recorders are sophisticated electronic data-collection units which contain software and circuitry enabling them to store the information generated by conventional electro-mechanical meters. Data can be retrieved from the recorder either by calling it up remotely via the telephone line from the central station, or by direct access with a hand-held reader. There are three recorders in the product range, incorporating variations of memory size and physical configuration. The sales prices of solid state recorders range from approximately \$700 to \$2,500 each.

Hand-held readers are sophisticated microcomputers which are used to collect the data stored in recorders that are not directly linked by telephone to the central station. They can store data from a number of different recorders and can, in addition, be used to make changes to the programming of the recorders *in situ*. Data collected in this way can subsequently be transferred to the central station either directly or by telephone. The sales prices of the hand-held readers range from approximately \$5,400 to \$8,400 each.

The Company develops the software and manufactures the hardware for the recorders but purchases the other hardware components of the system, into which it loads its own software. The Company believes that its policy of designing the software for, and assembling, the whole system enables it to exercise extensive control over product quality and performance. This quality control is critical to its success.

### Electronic totalisers

Totalisers combine data from a number of meters. The data can then either be read directly from the totaliser or be transferred to recording equipment. Typically, a totaliser is used where there is a number of meters and summary information for billing is required. As replacements for electro-mechanical totalisers, the Company's basic electronic totalisers are priced at between \$390 and \$500, contain no software and can only transfer data to recorders. The advanced models are priced at between \$1,550 and \$4,500, incorporate software which can identify demand peaks and the times when they occur and can calculate certain components of power supplied to industrial customers. There is a range of five advanced totalisers with varying levels of capacity and of on-site data display.

### Isolation relays

Isolation relays allow the attachment of additional survey equipment to a meter, to enable duplicate readings to be taken by the customer, without disturbing the integrity of the data transmitted from the meter to the utility. Isolation relays are priced at between \$90 and \$170 each.

### ProData system

In addition to the products described above, the Company has recently introduced the ProData system. This has been designed to enable utilities to undertake surveys of the amount of energy consumed by certain individual domestic appliances such as water heaters, swimming pool pumps and air-conditioning units. Rate schedules can then be developed to discourage the use of such appliances at times of peak demand.

The system is comprised of transponders, which are inserted between the plug of the appliance and the wall-socket, and a receiver, usually located within a solid state (or magnetic tape) recorder. The transponder transmits through the internal electrical wiring a signal indicating consumption by that appliance. Each receiver can monitor signals transmitted by three separate transponders. The ProData system will provide utilities with more detailed information than has previously been available. It is economical to install and represents a significant technical advance by the Company. Each ProData system, consisting of three transponders and one receiver, is priced at approximately \$2,400.

## MARKETING AND CUSTOMERS

The Directors estimate that only some 8 per cent. of the potential market for solid state recorders in the US has been satisfied to date. The Company has established itself as a market leader, accounting for an estimated 30 per cent. of the solid state recorder sales and an estimated 90 per cent. of the electronic totalisers sold to US electrical utilities in the year ended 30th June, 1984.

The Company employs 8 sales staff in Charlotte, reporting to the Vice President-Sales, co-ordinating with 23 independent sales agencies throughout the US which, between them, employ over 100 sales representatives acting for the Company. The agencies normally represent a number of suppliers of equipment to utilities and are chosen, often in consultation with local utilities, for their expertise and knowledge of the utilities' requirements. Sales representatives are responsible for maintaining close relationships with utilities and for developing product specifications and providing local after-sales support and training.

The Company has sold its products to the majority of the listed US electrical utilities. There is also a market for the Company's current products among the federal government-owned projects and the municipal utilities. Bonneville Power Administration is already a major customer of the Company and the Company's solid state recorder system has been approved by a number of municipal utilities. The principal customers of the Company by sales during the past three financial years are shown in the following table—

	1982 \$'000	1983 \$'000	1984 \$'000	%
Consolidated Edison Company of New York, Inc.	1,296	516	1,205	33.0
Southern California Edison Company	—	—	105	2.8
Bonneville Power Administration	—	—	372	7.3
Ohio Power Company	111	4.7	382	10.3
Florida Power and Light Company	—	—	254	7.9
Alabama Power Company	36	1.5	218	5.9
Santa Fe Electric Company	—	—	—	—
Pacific Gas & Electric Company	—	—	55	1.4
Georgia Power Company	—	—	—	—
Florida Power Corporation	—	—	28	0.9
North Carolina Electric and Gas Company	198	6.7	181	4.1
Northern Michigan Power Corporation	616	25	852	24.0
Others (Note)	175	7.4	94	2.5
Other income	—	—	—	—
	2,382	100.0	3,718	100.0

Note: Other customers in the year to 30th June, 1984 included 187, none of which accounted individually for sales of more than \$100,000.

The Company has received certification for its solid state recorder system from the Consumer and Corporate Affairs Commission in Canada and has applied for approval from the Canadian Department of Communications and from the Canadian Standards Association. These are necessary prerequisites for any significant distribution of solid state recorders within Canada. In expectation of final approvals, the Company is making efforts to market the solid state recorder system in Canada. It has already received an order from British Columbia Hydro and Power Authority and is also in discussion with other Canadian utilities. The Company is further seeking the necessary approvals to permit sales of totalisers and isolation relays in Canada.

## COMPETITION

The Company's principal competitors in the solid state recorder market are Robinson Corporation, E.I.L. Instruments, Inc. and, to a lesser extent, General Electric Company, Westinghouse Electric Corporation and Sangamo Weston, Inc. The Company has achieved a dominant market position because of the technical superiority of its products, its competitive pricing and its commitment to after-sales support. Utilities, however, prefer dual sourcing for their products and, on occasion, have requested other suppliers to produce a competing product. In most cases these have not reached the standards and specifications laid down by the utilities and the Company has, therefore, consolidated its position as market leader. In addition, the lengthy procedure for acceptance of new products represents a barrier to entry of manufacturers of new products and provides manufacturers of accepted products with a significant advantage in securing further orders.

The Company has built up a reputation for service and after-sales support which it believes to be unrivalled in its sector of the US electricity supply industry and to be a key element in the utilities' choice of supplier. The Company's sales staff and representatives regularly visit major customers to ensure that products already sold are performing satisfactorily and to discuss further requirements.

The Directors consider that the Company's position is best safeguarded through the superior performance and reliability of its products, rather than by patents which tend, in the electronics industry, to be easily circumvented. The Company, therefore, does not rely on patents to any significant extent.

The Company recognises that, while its existing products have each captured a substantial market share, they have not to date attracted significant competition from the major corporations supplying the US electricity supply industry. However, the Company's new products are likely to compete with products of larger companies such as General Electric Company and Westinghouse Electric Corporation. Nevertheless, the Directors believe that the Company has provided its capability to be innovative, technically sound and, as a smaller company, to respond quickly to the demands of the market.

## MANUFACTURING AND SUPPLIERS

The majority of the Company's sales are of its own manufactured products. The manufacturing process involves the assembly of printed circuits from purchased components and the construction of the finished product from the completed circuits. The Company has 36 employees directly involved in this process.

The engineering department has designed the software for all the Company's existing products and the electronic circuitry for its principal products. The Company designs and prepares detailed drawings and instructions for the assembly of certain solid state components, printed circuit boards and metal fabrications by outside contractors. In most cases, the materials for the Company's products are available from several sources.

The Company ensures that production is coordinated with the receipt of orders. As an order is processed through final approval, a programme for making that order is agreed between the purchasing department, the manufacturing supervisors and the sales staff. During manufacture, products are subjected to regular quality control inspections and tests. Once assembled, finished goods are checked in an environmental chamber, where they are tested for resistance to the extremes of temperature between which they may be expected to operate. The Company has ordered, for installation later this month, additional equipment for this chamber, in order to handle increased volume.

## RESEARCH AND DEVELOPMENT

The Directors consider that substantial expenditure on research and development is essential for the Company to maintain a strong competitive position and to continue its growth. Expenditure on research and development amounted to \$0.92 million in the year ended 30th June, 1984, representing 11 per cent. of sales. In the current year, such expenditure is budgeted to be \$1.18 million, an increase of 28 per cent. As compared with the previous year, this will represent a smaller percentage of sales, although it is expected to grow to around the percentage attained in prior years once the new facility at Charlotte referred to below has been brought into use. All expenditure on research and development is written off in the year in which it is incurred.

The engineering department comprises 32 employees who are responsible for research and development of both existing and new products, including the time of use meter and load management system described further below. The Company and its sales representatives are closely involved in discussion with customers to agree modifications needed to match precisely their requirements. Enhancements to existing products involve both minor changes to provide compatibility with software from other suppliers and development to incorporate additional features.

### Time of use meter

This product, which is at an advanced stage of development, will extend the information displayed to include the customer's use of electricity during pre-set periods throughout the day. In addition, the meter will be able to store data and will have the novel capability of being read and programmed by utilities over a telephone line. Currently, the most advanced time of use meters on the US market are manufactured by General Electric Company. The Company's time of use meter is designed to compete with these and will offer increased capabilities, including the telephone link to the utility's central station. It is expected that sales of evaluation quantities of the Company's time of use meter will be made during the current year and that material sales will be achieved in the year ending 30th June, 1985.

The potential market for time of use meters is very large, considerably larger than that for the Company's existing products. The Company's time of use meter will be compatible with its central station and hand-held readers. The marketing strategy will, initially, involve seeking to capitalise on its established customer base to achieve a significant share of this market.

### Load management system

A load management system enables utilities to conserve energy. This is achieved by disconnecting certain non-essential appliances such as water heaters and air-conditioning systems to reduce consumption of electricity by domestic customers at times of peak demand. A signal is sent to receiver located at the customer's premises which disconnects the supply of electricity to the selected appliances. The disconnection is made for repeated short periods of time in a manner designed to minimise inconvenience.

Various load management systems have been developed in the US using radio, telephone or power line links. The use of a radio signal has proved unreliable and the use of telephone requires the utility to install dedicated telephone lines at its own expense. The Company has concentrated on designing a load management system using the power line which is already in the utilities' control. Existing systems using the power line are expensive due to the high cost of communications equipment. They have proved to be unsuitable for underground wiring and are susceptible to electrical interference. The Company has developed a new technique for communicating over the power line and, on the basis of early tests, the Directors believe that the Company's load management system offers significant advantages over other systems.

Field trials for the load management system are scheduled for this month, somewhat later than planned, partly due to there being a surplus of generating capacity, reducing in the short term the attractions of the product to utilities, and partly due to a concentration by the Company on the ProData system and time of use meter, since these products are likely to generate sales sooner than the load management system. Since the period of evaluation is expected to be lengthy, no significant sales are expected before the year ending 30th June, 1987.

## PREMISES AND NET TANGIBLE ASSETS

The Company's principal place of business is in Charlotte, North Carolina, where it has 30,000 square feet of leased premises. Additionally, it has a research and development facility in leased premises in Chapel Hill, North Carolina, comprising 1,735 square feet.

In August, 1984 the Company purchased a new site in Charlotte on which it has commenced construction of a building of 82,000 square feet to house the activities carried out in its present Charlotte premises. The additional space in the new facility will provide scope for expansion for the foreseeable future. The cost of the land, building and equipment will total some \$4.5 million in the current year. In addition, \$3.4 million is expected to be spent in the two subsequent years on further equipment for more automated assembly, for software development and for testing. Furthermore, the Directors have decided to purchase land and to build a research and development facility of 20,000 square feet in Research Triangle Park, North Carolina, to replace the existing facility in Chapel Hill. The Company has an option over a suitable plot.

The net tangible assets of the Company at 30th June, 1984, adjusted for the net proceeds to the Company of the new shares, are \$13.1 million, equivalent to 24.4 cents per share.

## DIRECTORS, MANAGEMENT AND EMPLOYEES

### Executive Directors

Lewson E. Hamilton, III, 45, is Chairman, President and Chief Executive Officer. He obtained a B.Sc. degree in engineering physics from the University of Alabama. Prior to founding the Company in 1969 he was Director of Operations Research for El Paso Natural Gas Company and subsequently a systems engineer with IBM.

Frank H. Hoff, 52, is Vice President - Sales and obtained a B.Sc. degree in electrical engineering from the University of Missouri. He has been associated with the Company in various areas of sales since 1978, prior to which he was a Vice President of Teledyne Brown Engineering, a division of Teledyne Industries Inc. He was elected to the Board in September, 1984.

Wm. Michael Turner, 37, is Vice President - Finance and Operations, Treasurer and Secretary. After obtaining a B.Sc. degree in accounting and a doctorate in law from the University of North Carolina, he served as an accountant for an electronics firm. He was an associate in a law firm prior to joining the Company full-time in 1978. He was elected to the Board in February, 1980.

### Non-executive Directors

Michael D. Alembik, 48, is a principal of Alembik, Fine & Callner, P.A. He joined the Board in 1969.

E. Reed Gaskin, 59, is a practising ophthalmologist and is a Director of various other corporations, including Chairman of the Board of Applied Electronics, Inc. He joined the Board in 1969.

Luther H. Hodges, Jr., 48, serves as Chairman and Chief Executive Officer of The National Bank of Washington. He has served in several capacities in both the private and public sectors, including those of Deputy Secretary of the US Department of Commerce and Chairman of North Carolina National Bank. He joined the Board in 1969.

W. Olin Nisbet, III, 44, is a Director of several corporations and is a partner in Sterling Capital Management Company. He was formerly Managing Director of Interstate Securities Corporation and joined the Board in 1980.

### Other senior management

William C. Beverly, Jr., 43, is Product Manager and is responsible for the development of the time of use meter. He obtained a B.Sc. degree in electrical engineering and an M.B.A., both from the University of South Carolina. He joined the Company in 1979.

Darrel P. Glankler, 42, is Manager of Engineering and has overall responsibility for research and development. He obtained a B.Sc. degree in civil engineering from the Georgia Institute of Technology and an M.B.A. from Tulane University. He joined the Company in 1969, transferred to Reliance Electric Company in 1975 and re-joined the Company earlier this year.

Frederick F. Hering, III, 51, is Manufacturing Manager. He obtained a B.Sc. degree in mechanical engineering from Worcester Polytechnic Institute, Massachusetts. He joined the Company earlier this year after 27 years of diverse industrial experience.

### Employees

The Company has 86 full-time employees (excluding the three Executive Directors). An analysis by function is set out below:

Manufacturing	36
Engineering	32
Finance and administration	10
Sales	8
	86

In response to the growth in the Company's sales, the total number of employees has grown from 18 in 1980 to 39 at 30th June, 1983, 66 at 30th June, 1984 and 89 today. The number of employees is expected to exceed 100 by the end of the current financial year. Sales per employee, however, have also increased being \$105,000 in the year ended 30th June, 1983 and \$125,000 in the year ended 30th June, 1984.

All key personnel have signed confidentiality undertakings in relation to the Company's technology and proprietary information. In addition, the Executive Directors have signed service contracts which enable the Company to retain their services at least until 31st January, 1987.

### Remuneration and Stock Options

The Company believes that incentive remuneration and Stock Options are important elements in the achievement of corporate targets and in the recruitment and retention of qualified technical and management personnel.

The remuneration package of key employees, including the Executive Directors, comprises an element of fixed salary and an element of bonus. In the case of the Executive Directors, their remuneration package is fixed at the beginning of each financial year by the Compensation Committee of the Board, a majority of which consists of Non-executive Directors. Information as to Directors' remuneration is set out in paragraph 4 of Appendix III. The Company has no pension scheme.

Many of the present employees own shares in the Company which they acquired as a result of exercising Stock Options. Messrs. Hamilton, Hoff and Turner have Stock Options in respect of an aggregate of 4.4 million shares and details of these are set out in paragraph 4 of Appendix III. Further Stock Options will be granted only under Stock Option plans approved by shareholders. A Stock Option plan will, in due course, be submitted to shareholders for their approval.

## PROFIT FORECAST AND DIVIDENDS

The Company's earnings are weighted towards the second half of its financial year, as will be reflected in the results for the six months to 31st December, 1984. During the quarter ended 30th September, 1984, the Company invested heavily in additional personnel, additional leasehold premises in Charlotte and additional expenditure on research and development, in anticipation of the substantial increase in volume projected for the year as a whole. As a result, during that quarter, the Company achieved only a marginal level of earnings.

However, the Directors forecast that, in the absence of unforeseen circumstances, the net income after taxes of the Company for the year ending 30th June, 1985, will be not less than \$2.9 million, equivalent to 56 cents per share, based on the weighted average number of shares expected to be in issue during the year. The basis and principal assumptions on which this forecast is made, together with letters relating thereto, are set out in Appendix II.

The Company has paid no dividends to date. The Directors intend that most of the Company's earnings should continue to be retained. In the absence of unforeseen circumstances and based on the profit forecast set out above, the Directors intend to pay a dividend in respect of the new shares and the existing shares in the Company for the year ending 30th June, 1985 of 0.25 cents per share.

It is intended that an annual dividend will be paid in October each year. No interim dividend will be paid. All dividends will be declared in US dollars but will be paid to shareholders with registered addresses in the UK in sterling unless such shareholders opt for payment in US dollars. An appropriate form is available from the Company's UK Registrar, National Westminster Bank PLC, Registrar's Department, P.O. Box No. 82, 7 Broad Street, Bristol BS99 7NH.

## PROSPECTS

The US electrical utilities will continue to replace electro-mechanical devices with more sophisticated and reliable solid state equipment for some years to come. Only some 8 per cent. of the market for solid state recorders is estimated to have been satisfied so far. The Company is now poised to benefit significantly from a lengthy period of evaluation of its solid state recorders by a number of major US electrical utilities. The Directors are therefore confident that, given the Company's dominant position in the market, potential exists for significantly increased sales of solid state recorders to the Company's existing and new customers. The requirement for increasingly detailed survey data on the consumption of electricity should particularly benefit sales of the ProData system.

In the longer term the Company's strategy is to supply electrical utilities with equipment designed to flatten demand peaks in electricity consumption. Given the high cost of new electricity generating capacity, the strong preference of utilities is to increase existing plant use if new building programmes can thereby be deferred. The Company has concluded that utilities will best be able to encourage their customers to reduce consumption at times of peak demand by time of use pricing and load management programmes. The two principal products in the course of development by the Company are believed by the Directors to be better suited to meeting these objectives than any of the alternative products currently available.

The Company has so far restricted its marketing to the US electricity supply industry. The Company believes, however, that its products are well suited to use by overseas utilities and is actively pursuing possible joint venture arrangements with a number of major overseas manufacturers and distributors. Marketing will not, however, proceed until the Company has appropriate after-sales and support facilities in place.

The Company has expanded rapidly and net income will (taking into account the forecast for the current financial year) have grown at an average annual compound rate of over 100 per cent. during the five years ending 30th June, 1985. While the existing products are expected to continue to provide substantial growth in sales and earnings, the rate of growth will inevitably be slower as the market's requirements are gradually met. Nevertheless the Directors have confidence in the long-term growth prospects of the Company because it is a high technology company with a dominant market position for its existing products and a substantial commitment to research and development for new products.

## REASONS FOR THE OFFER FOR SALE

16 million shares are being made available in the Offer for Sale, of which 6.4 million new shares are being issued by the Company and sold from treasury, to raise approximately \$5.3 million after expenses. The Directors consider it an appropriate time in the Company's development further to expand its equity base. The strengthening of an already strong balance sheet will help the Company's marketing activities as financial strength is an important factor in US electrical utilities' choice of supplier.

It is envisaged that the new generation of products, unlike former products, will require considerably greater investment in working capital than has been needed in the past. In particular, the Company envisages the need to make available central stations to utilities wishing to evaluate its load management system and to provide a support team during each customer's evaluation period.

While the Company has, taking account of its credit facilities and its existing cash resources, adequate capital for its planned expenditure programme for the foreseeable future, the Offer for Sale is intended to fund the Company's medium-term expansion and to provide the Company with greater flexibility to take advantage of opportunities as they arise.

## TAXATION

A brief summary of certain relevant UK and US tax considerations, affecting those potential investors who are UK resident for tax purposes, is set out in paragraph 7 of Appendix III. Potential investors who are in any doubt as to their position should consult their own tax advisers regarding the tax consequences of an investment in the Company.

## APPENDIX I - ACCOUNTANTS' REPORT

The following is a copy of a report to the Directors of Process Systems, Inc., and to the Directors of J. Henry Schroder Wagg & Co. Limited by Price Waterhouse, Charlotte, North Carolina and Price Waterhouse, London, Joint Reporting Accountants.

### The Directors

J. Henry Schroder Wagg & Co. Limited

7th December, 1984

We have examined the balance sheets of Process Systems, Inc. ("the Company") at 30th June, 1980, 1981, 1982, 1983, and 1984, and the related statements of operations and changes in financial position for the years then ended. These financial statements, which were prepared under the historical cost convention, were audited by Price Waterhouse, Charlotte, North Carolina. Our examinations were made in accordance with generally accepted auditing standards and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, the financial statements set out below present fairly, under the historical cost convention, the financial position of Process Systems, Inc., at 30th June, 1980, 1981, 1982, 1983, and 1984 and the results of its operations and the changes in its financial position for each of the years then ended, in conformity with generally accepted accounting principles in the US consistently applied. No material adjustments would be required were the financial statements to be presented in accordance with accounting principles generally accepted in the UK.

In the preparation of the financial statements no adjustments have been required to the previously reported financial statements of the Company at 30th June, 1980, 1981, 1982, 1983, and 1984. No audited financial statements of the Company have been prepared in respect of any period subsequent to 30th June, 1984.

## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared under the historical cost convention and are stated in US dollars.

### Inventories

Inventories are stated at the lower of cost, determined on the first-in, first-out method, and net realisable value. Work in progress comprises material costs and an appropriate proportion of direct labour costs.



# Process Systems, Inc.

continued

## Property and equipment

Property and equipment are recorded at cost. Major renewals and improvements are added to the property accounts at cost, while replacements, maintenance, and repairs which do not improve or extend the lives of the respective assets are expensed as incurred. Gain or loss on retirements or disposals of individual assets is recorded in income or expense. Depreciation is provided using the straight-line method over the estimated useful lives of the assets which are summarized below:

	Estimated useful lives
Production/Testing equipment	3-7 years
Exhibition equipment	3-5 years
Office furniture	6-8 years
Leasehold improvements	4 years
Automobiles	4 years

## Net sales of products and services

Product sales and other revenues comprise amounts invoiced to customers in respect of goods and services supplied, net of returns, and allowances. Interest income is also included.

## Research and development costs

Research and development costs are charged to expense as incurred.

## Income taxes

The Company accounts for depreciation differently for financial reporting purposes than for federal income tax purposes and makes appropriate provision for deferred taxes in recognition of the timing differences. Investment tax credits are accounted for as a reduction of income tax expense in the year the credits are utilized.

### STATEMENTS OF OPERATIONS

	Year ended 30th June				
	1980	1981	1982	1983	1984
Net sales of products and services (Note 2)	818,581	1,576,580	2,361,599	3,718,403	8,349,038
Costs and expenses					
Cost of sales	280,339	599,876	880,198	1,000,879	2,931,311
Research and development expenses	44,288	193,734	342,648	491,899	922,584
Selling, general and administrative expenses	427,244	538,477	783,191	1,088,537	1,737,185
Depreciation	14,999	30,208	67,252	72,321	126,155
Interest expense	67,053	81,894	29,071	16,478	6,845
	813,923	1,424,679	1,902,358	2,681,106	5,727,090
Income before income taxes	4,658	151,901	459,241	1,037,295	2,621,948
Provision for income taxes (Note 3)	1,229	56,046	136,131	435,000	1,118,000
Income before extraordinary item	3,429	95,855	323,110	602,295	1,503,948
Realization of operating losses carried forward (Note 3)	1,229	56,046	96,131	—	—
Net income	4,658	151,901	419,241	602,295	1,503,948
Retained earnings (accumulated deficit) brought forward	(968,764)	(964,126)	(812,245)	(433,004)	(199,281)
Retained earnings (accumulated deficit) carried forward	(964,126)	(812,245)	(433,004)	(199,281)	(1,672,239)
Earnings per common share, including common share equivalents (Note 4):					
Income before extraordinary item	0.08	0.38	1.08	1.88	3.81
Realization of operating losses carried forward	0.01	0.21	0.19	—	—
Net income	0.09	0.57	1.27	1.88	3.81

\*Adjusted retrospectively for 200 to 1 stock split (Note 8).

### BALANCE SHEETS

	As at 30th June				
	1980	1981	1982	1983	1984
ASSETS					
Property and equipment at cost less accumulated depreciation (Note 5)	109,771	82,053	214,522	359,130	798,480
Current assets					
Inventories (Note 6)	232,388	210,019	254,608	944,217	1,063,718
Prepaid expenses	33,058	109,687	230,553	484,578	3,716,892
Cash and cash equivalents	597,318	608,918	901,832	1,188,528	7,684,567
Total assets	707,087	698,671	1,116,154	2,447,658	8,483,137
LIABILITIES AND STOCKHOLDERS' EQUITY					
Current liabilities					
Notes payable within one year (Note 7)	214,303	51,908	114,222	275,361	730,201
Accounts payable	87,632	57,937	114,222	275,361	730,201
Income taxes payable	—	—	80,000	—	—
Accrued expenses and other creditors	68,925	151,151	157,669	230,113	378,108
Capital	370,880	280,698	380,010	882,474	1,708,076
Notes payable after one year (Note 7)	304,640	229,527	128,405	75,000	—
Deferred income taxes	—	—	—	18,000	80,000
Total liabilities	675,520	480,523	506,415	945,474	1,765,076
Stockholders' equity (Note 8)					
Common stock	658,100	680,100	733,100	857,850	1,144,350
Capital in excess of par value	340,553	340,553	340,553	365,443	3,882,372
Retained earnings (accumulated deficit)	(964,126)	(812,245)	(433,004)	(199,281)	(1,672,239)
Total stockholders' equity	31,427	208,448	660,489	1,223,919	6,718,061
Treasury stock at cost (Note 8)	—	—	(52,750)	(20,400)	(80,500)
Total stockholders' equity	31,427	208,448	607,739	1,203,519	6,718,061
Total liabilities and stockholders' equity	707,087	698,671	1,116,154	2,447,658	8,483,137

### STATEMENTS OF CHANGES IN FINANCIAL POSITION

	Year ended 30th June				
	1980	1981	1982	1983	1984
Financial resources were provided by:					
Income before extraordinary item	3,429	95,855	323,110	602,295	1,503,948
Add income changes not affecting working capital:					
Depreciation	14,999	30,208	67,252	72,321	126,155
Deferred income taxes	—	—	—	18,000	80,000
Working capital provided by operations	18,408	128,043	380,262	692,616	1,674,113
Working capital provided by extraordinary item—realization of operating losses carried forward	1,229	56,046	96,131	—	—
Proceeds from sale of common stock	135,000	—	12,800	112,950	3,805,029
Proceeds from sale of treasury stock	3,373	—	—	—	—
Proceeds from Stock Options exercised	104,313	867	(85)	4,508	21,480
Other	263,310	207,004	594,195	1,084,435	5,488,952
Financial resources were used for:					
Purchase of property and equipment	65,808	75,113	104,823	121,198	689,955
Reduction in notes payable after one year	—	—	52,750	20,400	60,500
Purchase of treasury stock	—	—	—	—	—
Decrease in working capital	187,502	119,486	175,700	814,432	4,643,527
Changes in components of working capital:					
Increase (decrease) in current assets:					
Cash and cash equivalents	227,271	76,609	120,536	264,275	3,222,074
Accounts receivable	(27,138)	(43,625)	124,396	312,588	2,131,331
Inventories	75,984	(22,399)	44,589	689,029	139,502
Prepaid expenses	(13,781)	(1,015)	5,138	20,594	8,222
(Increase) decrease in current liabilities:					
Notes payable within one year	(22,213)	162,385	23,981	7,987	30,000
Accounts payable	—	29,715	(58,250)	(161,134)	(194,540)
Income taxes payable	—	—	(80,000)	(247,000)	(369,870)
Accrued expenses and other current liabilities	(37,869)	(82,228)	(5,705)	(73,857)	(147,862)
Other	(120,108)	109,884	(119,014)	(472,464)	(852,802)
Increase in working capital	187,502	119,486	175,700	814,432	4,643,527

### NOTES TO FINANCIAL STATEMENTS

#### Note 1 Activities

Process Systems, Inc. designs, manufactures and distributes solid state and microelectronic control and recording equipment for the US electronics supply industry. As a result of the concentration of its business in this industry, a significant portion of the Company's revenue is derived from relatively few customers. Approximately 50 per cent. of the net sales for the year ended 30th June 1984 was derived from three customers; for the year ended 30th June 1983, approximately 43 per cent. of the net sales was derived from two customers.

#### Note 2 Net sales

Included in net sales of products and services is interest income of:

	Year ended 30th June				
	1980	1981	1982	1983	1984
	—	857	18,998	16,533	46,863

#### Note 3 Provision for income taxes

Provision for income taxes comprised the following:

	Year ended 30th June				
	1980	1981	1982	1983	1984
Current	1,229	56,046	136,131	417,000	1,077,000
Deferred	—	—	—	18,000	80,000
	1,229	56,046	136,131	435,000	1,157,000

Operating losses carried forward were offset against the above expense as follows:

	Year ended 30th June				
	1980	1981	1982	1983	1984
	1,229	56,046	96,131	—	—

#### Note 4 Earnings per common share

Earnings per common share are calculated based on the weighted average number of common shares outstanding and equivalent shares issuable under assumed exercise of Stock Options retrospectively stated to reflect a 200 to 1 stock split approved by the shareholders on 11th May, 1984. The weighted average number of shares in the earnings per share computations was 24,388,000, 26,421,000, 29,871,400, 30,529,400 and 38,443,200 for 30th June, 1980, 1981, 1982, 1983 and 1984 respectively.

#### Note 5 Property and equipment

	As at 30th June				
	1980	1981	1982	1983	1984
Cost:					
Production/Testing equipment	103,854	114,319	191,651	224,280	638,772
Exhibition equipment	29,288	27,361	54,700	73,754	142,227
Office furniture	21,908	23,223	63,855	58,198	192,373
Leasehold improvements	10,713	10,713	27,856	44,812	122,333
Automobiles	6,154	6,154	21,400	27,494	31,250
Construction in progress	—	—	—	—	1,502
	171,917	181,749	359,502	472,496	1,126,597
Accumulated depreciation:					
Production/Testing equipment	33,462	51,473	65,673	120,507	184,213
Exhibition equipment	12,359	15,746	28,811	39,583	57,729
Office furniture	11,207	14,167	33,103	32,671	51,691
Leasehold improvements	2,585	5,406	2,413	10,759	28,587
Automobiles	2,119	3,458	5,974	8,847	4,987
	62,146	85,699	144,960	213,366	328,117
Net book value	109,771	96,050	214,542	259,130	798,480

#### Note 6 Inventories

Inventories comprise the following:

	As at 30th June				
	1980	1981	1982	1983	1984
Finished goods and purchased equipment	4,825	37,532	56,636	396,838	448,998
Work in progress	180,541	110,510	103,953	382,028	174,246
Electronic components	75,842	61,977	95,063	185,513	460,470
	232,388	210,019	254,608	944,217	1,063,718

#### Note 7 Notes payable

Notes payable may be analysed as follows:

	As at 30th June				
	1980	1981	1982	1983	1984
Demand notes	161,324	—	—	—	—
Installment notes	52,979	51,908	27,527	20,000	—
—due within one year	304,640	229,527	128,405	75,000	—
—due after one year	818,435	281,435	156,332	95,000	—

See Note 10 regarding debt incurred to finance future capital expenditures.

#### Note 8 Stockholders' equity

##### Common stock

Prior to 11th May, 1984, the Company was authorized by its Articles of Incorporation to issue up to 300,000 shares of Class A common stock having a par value of \$5 per share and up to 100,000 shares of Class B common stock having no par value.

On 11th May, 1984, stockholders approved certain changes to the capital structure of the Company. The number of authorized shares of Class A common stock, was increased to 500,000 shares, after which the par value of each share was changed to \$0.025 from \$5 resulting in 10,000,000 authorized shares of Class A common stock. The 100,000 authorized shares of Class B common stock, of which none were issued, were cancelled.

The table below shows the amounts of common stock in issue during the period.

##### Treasury stock

Treasury stock represents the cost of issued stock purchased by the Company and is available for re-issue or cancellation.

##### Stock Options

The Company has, in the past, granted Stock Options at the discretion of the Directors.

At 30th June, 1984 the following Stock Options (all of which were held by the present Executive Directors) were outstanding:

	Number	Price	Expiry date
	2,400,000	\$0.150	30th June, 1985
	2,200,000	\$0.075	30th June, 1987
	2,200,000	\$0.075	30th June, 1989
	6,800,000		

All of the Stock Options exercisable at \$0.15 have since been exercised. In addition, 1,000,000 further options at \$0.075 were authorized but had not been granted at 30th June, 1984. The Directors have subsequently cancelled this authority.

Transactions in common stock, capital in excess of par value and treasury stock for the five years ended 30th June, 1984, all of which have been retrospectively restated to reflect the 200 to 1 stock split approved on 11th May, 1984, were as follows:

	Common stock Shares	Amount \$	Capital in excess of par value \$	Treasury stock Shares	Amount \$
Balance at 30th June, 1979	20,804,000	520,100	339,365	682,000	2,165
Sale of 662,000 shares from treasury at \$0.005 per share	—	—	1,208	(682,000)	(2,102)
Issue of shares to employees as remuneration	—	—	—	(20,000)	(50)
Sale of 5,400,000 shares at par value of \$0.025 per share	5,400,000	135,000	—	—	—
Balance at 30th June, 1980	26,204,000	655,100	340,563	—	—
Exercise of Stock Options for 1,000,000 shares at par value of \$0.025 per share	1,000,000	25,000	—	—	—
Balance at 30th June, 1981	27,204,000	680,100	340,563	—	—
Exercise of Stock Options for 2,400,000 shares at par value of \$0.025 per share	2,400,000	60,000	—	—	—
Issue of shares under employee stock purchase agreements:					
500,000 shares at \$0.025 per share	500,000	12,500	—	—	—
20,000 shares at \$0.015 per share	20,000	300	(200)	—	—
Purchase of 1,340,000 shares into treasury	—	—	—	1,340,000	32,750
Balance at 30th June, 1982	30,124,000	753,100	340,363	1,340,000	52,750
Issue of shares under employee stock purchase agreements:					
4,410,000 shares at \$0.025 per share	4,410,000	110,250	—	—	—
180,000 shares at \$0.015 per share	180,000	2,700	(1,800)	—	—
Exercise of Stock Options:					
3,400,000 shares at \$0.04 per share	3,400,000	85,000	51,000	—	—
200,000 shares at \$0.05 per share	200,000	5,000	5,000	—	—
Sale of 1,340,000 shares from treasury at \$0.04 per share	—	—	850	(1,340,000)	(52,750)
Purchase of 460,000 shares into treasury	—	—	—	460,000	20,400
Balance at 30th June, 1983	33,314,000	957,050	395,443	460,000	20,400
Purchase of 340,000 shares into treasury	—	—	—	340,000	60,500
Exercise of Stock Options:					
650,000 shares at \$0.04 per share	650,000	21,250	12,750	—	—
200,000 shares at \$0.05 per share	200,000	5,000	—	—	—
440,000 shares at \$0.06 per share	440,000	11,000	15,400	—	—
100,000 shares at \$0.10 per share	100,000	2,500	7,500	—	—
200,000 shares at \$0.125 per share	200,000	5,000	2,000	—	—
420,000 shares at \$0.15 per share	420,000	10,500	52,500	—	—
Sale of 5,250,000 shares at \$0.75 per share	5,250,000	131,250	3,806,350	—	—
Share issue costs	—	—	(352,471)	—	—
Balance at 30th June, 1984	45,774,000	1,144,350	3,963,372	800,000	80,800
Since 30th June, 1984 the following further transactions have occurred:					
Purchase of 40,000 shares into treasury	—	—	—	40,000	13,500
Exercise of Stock Options					
2,400,000 shares at \$0.15 per share	2,400,000	60,000	300,000	—	—
Balance at 7th December, 1984	48,174,000	1,204,350	4,262,372	840,000	94,300



# Process Systems, Inc.

continued

(b) Save as disclosed above, the Directors are not aware of any other person who, if the Company were subject to Part IV of the Companies Act 1983, would, following the Offer for Sale, be required to disclose an interest in shares in accordance with that Part of that Act.

(c) Mr. Alambik is a principal of Alambik, Pines & Callan, P.A. which receives fees for legal services rendered to the Company and will receive a fee for legal services rendered to the Company in connection with the Offer for Sale. Mr. Alambik is a partner in the limited partnership from which the Company acquired the freehold site at Arrowpointe Block, Charlotte referred to in paragraph 6 below.

(d) The interests of the Directors in Stock Options are as follows:—

	Number of shares	Subscription Price	Exercise period
L. E. Hamilton, III	1,400,000	\$ 0.075	1.7.85-30.6.87
F. H. Hoff	1,400,000	0.075	1.7.85-30.6.87
Wm. M. Turner	200,000	0.075	1.7.85-30.6.87
	300,000	0.075	1.7.85-30.6.87
	600,000	0.075	1.7.85-30.6.87
	600,000	0.075	1.7.85-30.6.87

The above Stock Options were granted pursuant to Stock Option agreements (as subsequently amended) each effective as of 15th April, 1984. These include the following terms:—

(i) no payment was required to be made for the grant of the Stock Options;

(ii) if prior to the exercise of a Stock Option, the Company shall have effected, *inter alia*, any stock split, readjustment or increase or reduction of capital for no consideration, any shares which may then be the subject of any Stock Option, and the purchase price thereof, shall be adjusted accordingly; and

(iii) each Stock Option is personal to the person to whom it is granted, may only be exercised if such person is at the full time employment of the Company (and, if such person within 180 days after exercise of the option terminates his employment with the Company other than on grounds of death or disability, the Company is entitled to repurchase the shares concerned at the subscription price paid) and shall not be exercisable or otherwise disposed of, except that, in the event of the death of such person, his estate shall have the right, within six months of his death, to exercise the portion of the Stock Options available to him at the time of his death.

(c) Messrs. Hamilton, Hoff and Turner each have service contracts dated 15th February, 1984 (as subsequently amended) with the Company for one year terms which automatically renew unless determined by either party on or before 30 days' notice to expire on 31st January, 1986 or on any subsequent 31st January, if notice to terminate is given by an Executive Director of the Company, however, the right to require that the date of termination be postponed for up to one year. These contracts provide for the payment of annual salaries (in the current year to 30th June, 1985 being \$140,000, \$100,000 and \$105,000 respectively) and a bonus under the Company's incentive remuneration scheme. No other Director has a service contract with the Company.

(d) The incentive remuneration of each Executive Director for the current year has been set by the Compensation Committee of the Board at 2 per cent. of sales in excess of \$9 million. No incentive remuneration is, however, payable unless net income after taxes is at least \$15 million or, if sales are in excess of \$12 million, unless net income after taxes is at least \$2 million.

(e) Under the arrangements in force in the current year, the aggregate remuneration of all the Directors (one of whom, Mr. Hoff, was not a Director in the previous financial year) would, if calculated on the figures projected in making the forecast of profits for the current year, be \$794,000.

(f) Save as disclosed above, no remuneration is paid, payable or to be paid and in respect of the grant of Stock Options to Directors of the Company, no Director of the Company or other promoter has or has had any interest, direct or indirect, in the promotion of, or in, any assets which have been within the financial year prior to the date hereof or which are proposed to be acquired or disposed of by or to the Company or its former subsidiary, and no contract or arrangement subsists at the date hereof in which such a Director is or was materially interested and which is or was significant in relation to the business of the Company.

8. Offer for Sale agreement

An agreement dated 6th December, 1984 has been entered into between (1) the Company, (2) the vendors, (3) the Directors and (4) J. Henry Schroder Wagg & Co. Limited ("Schroders") which provides, *inter alia*, for Schroders to subscribe for or purchase 5,400,000 new shares to be issued or sold by the Company and to purchase shares to be sold by the vendors, in each case at the same price as such shares are being sold pursuant to the Offer for Sale. The agreement is conditional, *inter alia*, on the Council of The Stock Exchange admitting all the shares of common stock of the Company to the Official List not later than 1 p.m. on 15th December, 1984 (subject only to posting of Letters of Acceptance).

Schroders will be paid a fee by the Company of 2 per cent. of the price at which the new shares are sold and will be paid a fee by the vendors of 2 per cent. of the price at which the vendor shares are sold. Out of such fees Schroders will pay sub-underwriting commissions to persons who have agreed to sub-underwrite the Offer for Sale. Schroders will also pay to the vendors a fee of \$100,000 and a further fee to do Zote & Bevan of \$25,000, in consideration of their services in connection with the Offer for Sale. The Company will also pay all other costs and expenses of and incidental to the Offer for Sale and the application for admission of the shares to the Official List.

The agreement also contains, *inter alia*:— (i) certain warranties and undertakings by the Company and the Directors to Schroders; (ii) indemnities by the Company and the Directors in favour of Schroders in relation to this document and (iii) agreements by the vendors not to dispose of any further shares in the Company a period of one year without the prior written consent of Schroders; and (iv) provisions which permit the agreement to be terminated by Schroders prior to the announcement of the basis of allocation in the event of a material breach of any of the warranties or undertakings given to Schroders therein.

The numbers of shares being sold by the Directors and their families are as follows:—

Name	No. of shares
L. E. Hamilton, III	1,350,251
F. H. Hoff	546,894
Wm. M. Turner	716,285
M. D. Alambik	188,882
E. R. Gaskin	1,418,568
J. H. Hoff	1,418,568
W. O. Nisbet, III	483,800
E. N. Phillips, Jr.	870,940

In addition 2,379,801 shares are being sold by a total of 38 other vendors.

9. Premises

Details of the Company's premises are set out below:

Location	Tenure	Expiry date	Annual rent
8334 Arrowpointe Boulevard, Charlotte, North Carolina 28210	Leasehold	30th September, 1987	\$83,220
6235 Arrowpointe Boulevard, Charlotte, North Carolina 28210	Leasehold	31st October, 1985	\$30,000 (Note)
University Square East, Suite 300, 125 West Franklin Street, Chapel Hill, North Carolina 27514	Leasehold	31st October, 1985	\$19,032
Arrowpointe Block, Charlotte, North Carolina 28210	Freehold	—	—

Note: With effect from July 1985 the monthly rent of these premises will increase by \$300.

10. Taxation

The Company is subject to US federal income tax as a domestic corporation. Such tax is imposed on taxable income up to 46 per cent. The Company is also subject to State franchise and corporate income taxes, including the North Carolina State Corporation Income Tax which is imposed on taxable income allocable to North Carolina at a rate of 6 per cent. It is not the intention of the Directors that the Company should be liable to any US corporate tax by virtue of the establishment of any taxable presence in the UK; should such a presence arise in the future, credit for US tax would be given against the US federal tax liability of the Company.

Prospective shareholders should consult their professional advisers in respect of the taxation consequences of acquiring, holding or disposing of the Company's shares. However, the following summary of the position of a UK resident and domiciled shareholder, which is based on current law and practice, should be noted:

(a) UK tax on dividends

On a dividend payable to UK tax of UK resident shareholders of the Company on dividends paid to them by the Company is set out below (the term "dividend" used in this section includes any distribution of an income nature as determined under US tax law principles):

(i) An individual: any dividend paid to a UK resident individual will constitute investment income subject to the normal progressive rates of income tax. The dividend will constitute part of the investor's income regardless of whether or not he brings it into the UK.

(ii) A company and any other person or body of persons liable to corporation tax: any dividend paid to a company or other person or body of persons liable to corporation tax at whatever rate is applicable to the investor.

(iii) A trustee (other than a trustee under (iv) below): any dividend paid to a trustee will be taxed in the same way as any other income earned by the trust or its investments. Investment income tax will be chargeable to corporation tax at whatever rate is applicable to that tax.

(iv) A body exempt from income tax on income from foreign investments (e.g. an exempt pension scheme): the exemption will extend to any dividend paid by the Company.

UK tax (where appropriate) is assessed on the gross amount of the dividend before deduction of any US withholding tax. For any tax which is withheld by the US, the amount of the dividend which is given in sub-paragraph (c) below.

Where dividends from the Company are paid to a UK resident through a bank or other paying agent in the UK, such paying agent will deduct an amount of UK income tax at a rate equal to the difference between the UK basic rate (at present 30 per cent.) and the appropriate US withholding tax rate. Both the US tax and the further UK tax withheld may be credited against the UK resident's final tax liability.

(c) UK tax on capital gains

On a disposal of shares, UK investors who are resident or ordinarily resident in the UK may, depending on their circumstances, be subject to taxation on any capital gain, with a credit for any US tax on capital gains arising, as noted in sub-paragraph (c) below.

(d) US federal taxation

Dividends paid by the Company to UK resident shareholders entitled to the benefits of the Income Tax Convention between the UK and the US generally will be subject to US withholding tax at the rate of 15 per cent. on the gross amount of the dividends. With respect to dividends paid by the Company to a corporation which is a resident of the UK and which controls directly or indirectly at least 10 per cent. of the shares of the Company, the Convention would generally limit the rate to 5 per cent.

Under present US Treasury regulations, a foreign person with an address in the UK is presumed to be a resident of the UK and is, therefore, entitled to the benefits of the US-UK tax treaty. The US Treasury has, however, recently proposed revised regulations pursuant to which a shareholder would be required to make certain filings with the US Internal Revenue Service in order to secure the reduced rate of US withholding tax under the Convention. Under the proposed regulations, any shareholder claiming UK residence would be required to file IRS Form 1001, in which, among other things, he would certify residence in the UK. In addition, any shareholder claiming UK residence would, except as discussed below, be required to file a Certificate of Residence on IRS Form 1080 in which, among other things, the UK Competent Authority (which is the Internal Revenue Service) would certify the shareholder's UK residence. In the case of a shareholder who is not a citizen or resident of the US, a Certificate of Residence would generally not be required to be filed if a citizen or resident of the US, a Certificate of Residence (if not expected, or are not expected to exceed, payments by the Company) (or any other withholding agent) would be required to withhold US tax at the full statutory rate of 30 per cent. payable to persons who are not entitled to the benefits of any income tax convention in which the US is a party. The proposed regulations would take effect with respect to dividends paid more than 120 days after the date the regulations are adopted, unless the US and UK Competent Authorities agree to alternative interim procedures for establishing proof of UK residence.

A UK resident shareholder on the sale or exchange of shares, unless such shareholder is an individual present in the US for 183 days or more during the year in which the sale or exchange occurs and such capital gains constitute US source income (e.g., if the sale occurs in the US). In such circumstances, net capital gains will be subject to US federal income tax at the rate of 30 per cent.

The foregoing summary of US federal income tax consequences assumes that the shareholder: (i) is not engaged in the conduct of a trade or business in the US, (ii) does not carry on business in the US through a permanent establishment, (iii) in the case of an individual, is not a citizen or resident of the US, and (iv) in the case of a corporation, is not created or organized under the laws of the US, any State thereof or the District of Columbia. In cases where these assumptions do not apply, US federal income tax consequences may change, and a US tax adviser should be consulted.

By virtue of the Estate and Gift Tax Convention between the US and the UK, the estate of a shareholder domiciled in the UK generally will not be subject to US federal estate tax with respect to the shares, provided that the shares do not form part of the business property of a permanent establishment in the US and do not pertain to a fixed base in the US used for the performance of independent personal services.

The foregoing is provided for information purposes only and is not intended to be a definitive discussion of all potential US federal income and estate tax consequences with respect to the shares. In addition, no information is provided herein with respect to State or local tax treatment of the shares or with respect to the tax treatment of shareholders who are not resident or domiciled in the UK.

11. UK and US Registers

The Company will maintain two registers for its shares, one of which (the "US Register") will be maintained by the Company in Charlotte, North Carolina and the other (the "UK Register") will be maintained by National Westminster Bank PLC, Registrar's Department, 15 Broad Street, London EC2P 2BD.

The shares now being offered for sale will initially be entered on the US Register, but will, prior to the despatch of certificates in respect thereof to the persons entitled thereunder under the Offer for Sale, (and without further action on the part of such persons) be transferred to the UK Register. All other shares currently in issue and all shares subsequently issued to North American Persons will initially be registered on the US Register. Shares initially registered on the US Register will be subject to the restrictions on transfer currently applicable to such shares.

Shares registered on or transferred to the UK Register will, on and before 30th June, 1985, be subject to the restrictions on transfer to North American Persons as defined and referred to in paragraph 8 below.

A holder of shares registered on the US Register may transfer such shares to the UK Register (but shares may not be transferred from the UK Register to the US Register) by delivering to the Company, or to any registrar appointed by the Company for this purpose, duly endorsed share certificates together with a transfer request containing a certification of the holder to the effect that the transfer is not for the purpose of effecting a sale or transfer of such shares in North America or to or for the benefit of any North American Person. Upon delivery of the share certificates and such certification, the Company, or any registrar appointed by the Company for this purpose, will transfer the shares to the UK Register and a new share certificate to be issued with respect to the transferred shares containing a legend indicating the restrictions. If any, then applicable to shares registered on the UK Register. Any shares evidenced by the share certificates so delivered but not transferred to the UK Register will continue to be registered on the US Register, and the Company, or any registrar appointed by the Company for this purpose, will issue a share certificate to evidence such shares containing a legend indicating the restrictions, if any, applicable to the share certificates so delivered.

No UK stamp duty is attracted by the arrangements referred to above in respect of the transfer of shares from the US Register to the UK Register. Transfers after 3 p.m. on 24th January, 1985, the last date for registration of renunciations of Letters of Acceptance in respect of the shares now being offered for sale, and of any other shares registered on the UK Register, will be subject to UK stamp duty. Shares registered on the UK Register will be transferred by instrument of transfer in the usual form.

12. Transfers and securities laws

(a) The shares now being offered for sale have not been registered under the Securities Act of 1933, as amended, of the US. Accordingly, such shares may not be offered, sold, renounced or transferred directly or indirectly in the US, its territories and possessions ("United States") or Canada (collectively "North America") or to or for the benefit of any person who is a national or resident thereof, the estate of any such person, or any corporation or other entity created or organized in or under the laws of the United States or Canada or any political subdivision thereof (collectively "North American Person") or to any person purchasing such shares for resale, resale, renunciation or transfer in North America or to or for the benefit of any North American Person, as principal or agent, offer, sell, renounce or transfer such shares in North America or to or for the benefit of any North American Person at any time on or before 30th June, 1985.

(b) In order to give effect to the foregoing restrictions:—

(i) the certificates representing the shares will be endorsed with a legend substantially similar in form and content to sub-paragraph (a) above;

(ii) applications for the shares hereby offered, for registration of renunciations of Letters of Acceptance, and for transfers or exchanges of such shares at any time on or before 30th June, 1985, will all be subject to receipt of a declaration by or on behalf of the prospective holder to the following effect:—

"I am/we are not a person who is a national or resident of the United States of America or of any of its territories or possessions ('United States'), or Canada (collectively 'North America') or of the estate of any such person or a corporation or other entity created or organized in or under the laws of the United States or Canada or any political subdivision thereof ('North American Person')."

(c) I/we are acquiring any shares for the account of any North American Person or with a view to the resale or transfer of such shares to or for the benefit of any North American Person or to or for the benefit of any North American Person.

(d) I/we understand that the shares referred to above have not been registered under the Securities Act of 1933, as amended, of the US, and that the shares may not be offered, sold, renounced or transferred directly or indirectly in North America or to or for the benefit of any North American Person at any time on or before 30th June, 1985; and

(e) the Company and its UK Registrar shall comply with any request to record the transfer or exchange of such shares, and shall provide that on or before 30th June, 1985, any such request is accompanied by a declaration signed by the proposed transferee to the effect of (b)(ii) above and to the effect that the proposed transferee consents to the affixing or affixing of the certificate representing the shares to be transferred of a legend substantially similar in form and content to (a) above.

(f) At any time after 30th June, 1985, the Company will, upon presentation to the UK Registrar of an endorsed certificate representing an already issued or any other shares registered on the UK Register, issue a new share certificate bearing no reference to the restrictions set out in (a) above.

13. Material contracts

The following contracts (not being contracts entered into in the ordinary course of business) have been entered into within the two years immediately preceding the date of this document by the Company and are or may be material:—

(a) an agreement dated 18th April, 1983 with Mr. C. N. Marland pursuant to which the Company was granted for a period of 12 years (with an option to extend for a further 12 years) a licence to use the communication concept therein mentioned relating to the local management system, in return for the payment of a royalty;

(b) the Stock Option agreements referred to in paragraph 8(d) above;

(c) an agreement dated 20th June, 1984 between the Company, the then Directors and the Zote & Bevan Associates ("Zote & Bevan") pursuant to which Zote & Bevan agreed to use its best endeavours to procure subscribers for 5,250,000 shares at a price of \$0.75 per share;

(d) an agreement dated 2nd July, 1984 pursuant to which the Company acquired from ASC Associates the freehold site at Arrowpointe Block, Charlotte referred to in paragraph 6 above, for a total consideration of \$2,379,801;

(e) an agreement dated 1st September, 1984 between the Mecklenburg County Industrial Facilities and Pollution Control Financing Authority ("the Authority") and the Company pursuant to which the Authority has lent to the Company the principal sum of \$3,000,000 (being the proceeds of an Industrial Revenue Bond issued by the Authority) to finance the acquisition and development of the Company's new premises at Arrowpointe Block and a guarantee dated 1st September, 1984 given by the Company of the payment by the Authority to First Union National Bank, Charlotte, as trustee for the bondholders, of principal and interest on the bond;

(f) a facility letter dated 21st September, 1984 from First Union National Bank, Charlotte, confirming to the Company the Company's commitment to purchase an Industrial Revenue Bond (but not yet committed) to be issued by the appropriate bond authority in a sum not exceeding \$3,000,000 to finance the purchase of the proposed new research and development facility in Research Triangle Park, North Carolina;

(g) a letter dated 28th October, 1984 from the Company to Research Triangle Foundation of North Carolina ("the Foundation") whereby the Company agreed to purchase for a consideration of \$72,000 the option for one year to purchase from the Foundation a freehold site of some 16 acres in Research Triangle Park at a price of \$45,000 per acre for a new research and development facility referred to in sub-paragraph (f) above;

(h) a facility letter dated 22nd November, 1984 from First Union National Bank, Charlotte to the Company confirming the availability to the Company of an unsecured line of credit for a sum not exceeding \$5,000,000 for temporary working capital purposes; and

(i) the Offer for Sale agreement referred to in paragraph 5 above.

14. Working capital

The Directors are of the opinion that, taking account of available bank and other facilities and the proceeds of the issue and sale of the new shares receivable by the Company, the Company will have sufficient working capital for its present requirements.

15. General

(a) Price Waterhouse, Charlotte, North Carolina and Price Waterhouse, London have each given and have withdrawn no written consent to the inclusion of their names in the list of auditors and the references thereto (and, in the case of Price Waterhouse, London their letter concerning the profit forecast and the references thereto) in the form and context in which they are included.

(b) J. Henry Schroder Wagg & Co. Limited has given and withdrawn its written consent to the issue of this document with the inclusion hereof of its letter concerning the profit forecast and its name in the form and context in which they are included.

(c) The documents attached to the copies of this document delivered to the Registrar of Companies for registration are:—

(i) the written consents referred to in (a) and (b) above;

(ii) copies of the service contracts and material contracts referred to in paragraphs 4 and 10 above; and

(iii) copies of the Application Form and the Preferential Application Form.

(d) In respect of each application made in connection with this document, all persons concerned shall be bound by the provisions of sections 50 and 51 of the Companies Act 1984 (other than penal provisions) so far as applicable.

(e) The Company is not aware of any litigation or claims of material importance pending or threatened against it which are or may be material in relation to the business of the Company.

(f) The Company has no subsidiaries.

(g) Save in respect of the appointment of a UK Registrar, the Company has not established and does not intend to establish a place of business in the UK.

(h) A certificate of exemption has been granted by The Council of The Stock Exchange pursuant to section 418 of the Companies Act 1984.

(i) The expenses of the Company for sale including amounts payable to J. Henry Schroder Wagg & Co. Limited pursuant to the Offer for Sale agreement referred to in paragraph 5 above are estimated to amount to £780,000 and are payable as to £503,360 by the Company and £276,640 by the vendors.

(j) The minimum amount which, in the opinion of the Directors of the Company, must be raised by the issue and sale of the shares is £5.8 million which, in relation to each of the below specified sub-paragraphs of paragraph (i) of Part I of the Fourth Schedule to the Companies Act 1984 as regards the matters therein specified, is made up as follows:—

(i) purchase price of property: nil

(ii) preliminary expenses and commissions payable in relation to the Offer for Sale: £0.6 million

(iii) repayment of moneys borrowed for preliminary expenses: nil

(iv) working capital: £3.3 million

The above amounts are to be provided exclusively out of the proceeds of the issue and sale of the new shares. As the Offer for Sale is underwritten, the receipt of the minimum amount is assured.

16. Documents available for inspection

Copies of the following documents may be inspected at the offices of Stephenson Harwood, Saddlers' Hall, London EC2P 2BD during normal business hours on any weekday (Saturdays and public holidays excepted) for a period of 14 days following the date hereof:—

(a) the Articles of Incorporation and the By-Laws of the Company;

(b) the Securities Corporation Code of the State of Georgia;

(c) the audited financial statements of the Company for the two years ended 30th June, 1984;

(d) the service contracts and material contracts referred to in paragraphs 4 and 10 above;

(e) the report of Price Waterhouse, Charlotte, North Carolina and Price Waterhouse, London set out in Appendix I;

(f) the letters from Price Waterhouse, London and J. Henry Schroder Wagg & Co. Limited set out in Appendix I concerning the profit forecast for the year ending 30th June, 1985; and

(g) the written consents referred to above.

Dated: 7th December, 1984

## PROCEDURE FOR APPLICATION

1. The shares of the Company hereby offered have not been registered under the Securities Act of 1933, as amended, of the US. Attention is drawn to the declaration in the Application Form in respect of North American sales restrictions. No application will be accepted from any person who is unable to make this declaration or who gives an address in North America.

2. Applications (other than those on the Preferential Application Forms mentioned below) must be for a minimum of 100 shares and thereafter for the following multiples of shares:

Applications	In multiples of
for up to 1,000 shares	100 shares
for up to 5,000 shares	500 shares
for up to 10,000 shares	1,000 shares
for up to 50,000 shares	5,000 shares
for over 50,000 shares	10,000 shares

3. Applications must be made on the Application Form set out on this page (or on the Preferential Application Form mentioned below) and forwarded to National Westminster Bank PLC, New Issues Department, P.O. Box 79, 8 Princes Street, London EC2P 2BD together with a sterling cheque/bankers' draft for the full amount payable on application so as to be received not later than 10 a.m. on 13th December, 1984. Photocopies of Application Forms will not be accepted.

4. Preferential consideration will be given to applications on Preferential Application Forms received from existing shareholders of the Company, other than any such shareholders who are North American Persons, for an aggregate maximum of 1,600,000 shares (10 per cent. of the shares now being offered for sale). In the event of excess applications being received from such shareholders, the basis of allocation will be determined having regard to their proportionate interests in the Company. Completion of a Preferential Application Form does not preclude such shareholders from also completing a public Application Form.

5. Each application must be accompanied by a separate sterling cheque or bankers' draft. Cheques or bankers' drafts must be drawn on a branch in the UK, the Channel Islands or the Isle of Man of a bank which is either a member of the London or Scottish Clearing Houses Association or which has arranged for its cheques and bankers' drafts to be cleared through the facilities provided by the members of those Clearing Houses and must bear the appropriate sorting code number in the top right hand corner. Cheques and bankers' drafts must be made payable to National Westminster Bank PLC, be crossed "Not Negotiable Process Systems Shares" and

must represent payment in full at the application price. The right is reserved to present all cheques and bankers' drafts for payment on receipt and to retain Letters of Acceptance and surplus application moneys pending clearance of the cheques of successful applicants. The right is also reserved to reject any application in whole or in part, and in particular, multiple or suspected multiple applications.

6. Due completion and delivery of an Application Form or a Preferential Application Form accompanied by a cheque or bankers' draft will constitute a warranty that such cheque or bankers' draft will be honoured on its first presentation; attention is drawn to the declaration in the Application Form to that effect. Applications will be irrevocable until 17th December, 1984 and may only be revoked after that date to the extent that they have not been accepted prior to receipt of notice of revocation.

7. By completing and delivering an Application Form or a Preferential Application Form each applicant will be confirming that they are not relying on any information or representation in relation to the Company other than those contained herein and accordingly they will be agreeing that no person responsible for this document shall have any liability for any such information or representation.

8. Formal acceptance of applications which have been selected for acceptance will be effected by announcement of the basis of allocation to The Stock Exchange, and will be subject to the conditions stated above. Acceptance will also be conditional on the Council of The Stock Exchange admitting the whole of the issued share capital of the Company to the Official List not later than 19th December, 1984 (subject only to posting of Letters of Acceptance). Moneys received in respect of applications will be returned if such condition is not satisfied by that date and, in the meantime, will be retained by National Westminster Bank PLC in a separate account. If any application is not accepted or is accepted for fewer shares than the number applied for, the application moneys or, as the case may be, the balance thereof will be returned to applicants. No interest will be paid on any moneys returnable to applicants, which will be sent through the post at the risk of the applicants concerned. It is expected that Letters of Acceptance will be posted to successful applicants on 19th December, 1984 and that dealings in the shares will commence on 20th December, 1984.

9. Arrangements have been made for the shares now being offered for sale to be registered by the Company free of stamp duty in the names of the successful applicants or the persons in whose favour Letters of Acceptance have been renounced provided that, in cases of renunciation, Letters of Acceptance (duly completed in accordance with the instructions contained therein) are lodged for registration not later than 3 p.m. on 31st January, 1985. Share certificates are expected to be posted on 21st February, 1985.

Copies of this document with Application Forms may be obtained from:—  
J. Henry Schroder Wagg & Co. Limited, de Zoete & Bevan,  
120 Cheapside, 25 Finsbury Circus,  
London EC2V 6DS. London EC2M 7EE,  
and from the following branches of National Westminster Bank PLC:—  
New Issues Department, 80 George Street,  
2 Princes Street, Edinburgh EH2 3DZ,  
London EC2P 2BD.

## APPLICATION FORM

The Application Lists for the shares now being offered for sale will open at 10 a.m. on Thursday, 13th December, 1984 and may be closed at any time thereafter.

# Process Systems, Inc.

(Incorporated with limited liability under the laws of the State of Georgia, United States of America)

## OFFER FOR SALE

by  
**J. HENRY SCHRODER WAGG & CO. LIMITED**  
of  
**16,000,000 shares of common stock of par value US\$0.025 each at**







THIS DOCUMENT INCLUDES PARTICULARS GIVEN IN COMPLIANCE WITH THE REGULATIONS OF THE COUNCIL OF THE STOCK EXCHANGE FOR THE PURPOSE OF GIVING INFORMATION WITH REGARD TO CANDOVER THE DIRECTORS OF CANDOVER HAVE TAKEN ALL REASONABLE CARE TO ENSURE THAT THE FACTS STATED HEREIN ARE TRUE AND ACCURATE IN ALL MATERIAL RESPECTS AND THAT THERE ARE NO OTHER MATERIAL FACTS THE OMISSION OF WHICH WOULD MAKE MISLEADING ANY STATEMENT HEREIN. OF FACT OR OPINION. ALL THE DIRECTORS ACCEPT RESPONSIBILITY ACCORDINGLY.

# CANDOVER INVESTMENTS plc

(Incorporated in England and Wales under the Companies Acts 1948 to 1976 — No. 1512178)

Share capital		
Authorised		Issued and now being issued fully paid
£2,385,000	in Ordinary Shares of 25p each	£1,788,750

The shares which are the subject of this placing rank in full for all dividends and other distributions declared, made or paid on the share capital of Candover following the placing.

Placing by  
**Cazenove & Co.**  
of 1,788,750 Ordinary Shares  
of 25p each at 160p per share

## Indebtedness

Apart from £3,000,000 Unsecured Loan Notes (which are being converted into Ordinary Shares under the arrangements described herein), intra-group transactions and the contingent liabilities referred to in Note 10 to the Accounts' report, neither Candover nor any subsidiary had, as at 16th November, 1984, any loan capital (including term loans) outstanding, or created but unissued, nor any outstanding mortgages, charges or other borrowings or indebtedness in the nature of borrowings, including bank overdrafts and liabilities under acceptances or acceptance credits or hire-purchase commitments, or guarantees or other material contingent liabilities.

## Summary

The information set out below should be read in conjunction with the full text of this document from which it is derived.

### Business

Candover's principal activity is the organisation of and investment in large management buy-outs in the UK. In addition Candover invests in unquoted companies in the UK and the US and manages, in association with Hoare Govett Limited, the Hoare Candover Exempt Fund which also invests in management buy-outs and unquoted companies.

It is the intention of Candover to qualify as an investment trust for tax purposes from 1st January, 1985.

Adjusted net assets record		
		£m
11th September, 1980	(Date of commencement)	2.1
30th June, 1981		2.1
30th June, 1982	(Accounting reference dates)	3.8
31st December, 1983		9.1
30th September, 1984	(Date of latest audited accounts)	11.8
26th November, 1984	(Valuation date)	12.2

The above table has been prepared after making the adjustments described under Net assets, profits and dividends below and takes into account the additional share and loan capital of £1.05 million subscribed in 1981.

### Placing statistics

Placing price	160p per share
Adjusted net assets as at 26th November, 1984	166p per share
Market capitalisation at the placing price	£11.45 million
Forecast net dividend for the year ending 31st December, 1984	1.40p per share
Gross dividend yield on the forecast dividend for 1984	1.25 per cent

### Directors

Peter Graham Wreford (Chairman)  
Christopher Roger Etrick Brooke (Chief Executive)  
Stephen William Curran, FCCA (Deputy Chief Executive)  
Howard Arthur Hicks, CBE, DSE  
Richard Alfred Patrick King  
Michael Craig Stoddart, FCA  
Lawrence Victor Dolman Tindale, CBE, CA  
all of 47 Red Lion Court, London EC4A 3EB.

### Secretary and Registered office

Stephen Mark Alexander, FCA,  
47 Red Lion Court,  
London EC4A 3EB.

### Stockbrokers

Cazenove & Co.,  
12 Tokenhouse Yard,  
London EC2R 7AN  
and The Stock Exchange.

### Solicitors to the Company

Ashurst, Morris, Crisp & Co.,  
Broadgate House,  
7 Eddon Street,  
London EC2M 7HD.

### Solicitors to the placing

Slaughter and May,  
35 Basinghall Street,  
London EC2V 5DB.

### Joint Reporting Accountants

Peat, Marwick, Mitchell & Co.,  
Chartered Accountants,  
1 Puddle Dock, Blackfriars,  
London EC4V 3PD.

### Auditors and Joint Reporting Accountants

Thornton Baker,  
Chartered Accountants,  
Fairfax House, Fulwood Place,  
London WC1V 6DW.

### Principal Bankers

Barclays Bank PLC,  
9 Gracechurch Street,  
London EC3V 0BB.

### Registrars and Transfer office

Barclays Bank PLC,  
Registration Department,  
Radbrooke Hall,  
Knutsford,  
Cheshire WA16 9EU.

## Background to the placing

### Introduction

Candover is the holding company of a group which commenced business in September, 1980 with the principal objective of organising and investing in large management buy-outs in the UK. Through its buy-out and investment activities Candover has made a number of successful investments, the most notable of which have to date been in DPCE Holdings, Stone International, Famous Names (Holdings), Vickers da Costa (Holdings), and, in the US, The Union Ice Company.

After adjusting for the effects of the Capital Reorganisation referred to below, Candover's net assets, which totalled £12.2 million as at 26th November, 1984, have increased substantially since September, 1980 mainly through appreciation in the value of the investments made in the companies mentioned above. This increase in value reflects directors' valuations (including those made at cost) in respect of 65% by value of the portfolio at 26th November, 1984, and takes account of reductions below cost made by the directors in the valuation of seven investments which have not achieved projected financial targets. Changes from Candover's present net asset value will originate from a larger capital base and will derive from a wider spread of investments. External factors, such as fluctuations in stock market prices and exchange rates, will also affect Candover's net asset value, as will the future incidence of realisations and flotations of companies in which investments are held.

Candover commenced business with a capital of £2.1 million, consisting of £2 million Unsecured Loan Notes carrying an interest rate of 6% and repayable in 2005 ("the Loan Notes") and £100,000 of ordinary share capital: the Loan Notes were subscribed by investing institutions and the Ordinary Shares by these institutions and by present or former directors. An issue of an additional £1 million of Loan Notes and of further ordinary share capital was made in 1981. The institutions who are now the holders of the Loan Notes and of Ordinary Shares ("the Institutional Shareholders") are Electra Investment Trust, Globe Investment Trust, The Prudential Assurance Company, Investors in Industry, The Fleming Enterprise Investment Trust, The British Petroleum Pension Trust and investment trusts managed by the Murray Johnstone Group. Taking account of the conversion of the Loan Notes referred to below, 21% of Candover's Ordinary Shares prior to the placing was held by present or former directors and employees and their related family interests and 79% by the Institutional Shareholders.

Following the listing of its share capital, Candover intends to seek the approval of the Board of Inland Revenue as an investment trust for tax purposes from 1st January, 1985 and, as such, the Company will no longer be liable to corporation tax on capital gains.

### Placing arrangements

It has been agreed between Candover and the holders of the Loan Notes, with the approval of the Ordinary Shareholders, that the ordinary share capital of Candover will be reorganised and that the Loan Notes will be converted into further Ordinary Shares, credited as fully paid, in the capital of the Company on the basis of one new Ordinary Share for every £1.60 nominal of Loan Notes. The conversion of the Loan Notes will only take effect once Candover's ordinary share capital has been admitted to the Official List. Full details of the capital reorganisation and conversion of the Loan Notes (the "Capital Reorganisation") are given in Statutory and general information and are reflected in Net assets, profits and dividends below.

Arrangements have now been made, subject to the admission of the ordinary share capital of Candover to the Official List, for the placing by Cazenove & Co. at a price of 160p per Ordinary Share of 1,788,750 Ordinary Shares, representing 25% of the issued ordinary share capital following the Capital Reorganisation. All the shares being placed are being sold by existing shareholders.

### Reasons for the placing

The directors consider that Candover's position as a leading company in the organisation of large management buy-outs in the UK will be strengthened as a result of becoming a listed company. Furthermore, investment trust status for tax purposes will enable the directors to adopt a more flexible approach to the management of the Company's portfolio.

## Investment activities

### Management buy-outs in the UK

Candover's principal activity since its establishment has been the identification, investigation, implementation and monitoring of large syndicated management buy-outs in the UK, in which Candover itself has always made an investment. No specific upper or lower size limits for buy-outs have been set by the directors of Candover but, in practice, the Company has specialised in transactions where more than £1 million is required from institutional investors so that syndication is appropriate. To date, investments have been made in 12 buy-outs, further details of which are given below in Description of UK investments.

A buy-out usually involves the purchase of 100% of an existing business for cash, sometimes with the provision of extra funds for working capital. To undertake each acquisition, a new company is formed by key members of the management team who subscribe for equity share capital in that company. A carefully structured combination of loan stock or preference shares or both, together with further equity share capital, is issued by the new company and placed by Candover with investing institutions, including its Institutional Shareholders. Candover has always participated as an investor in the new company, typically on terms which reflect its role in arranging the buy-out. The terms on which the equity share capital is subscribed by the management and the institutions often provide for the proportion of the equity held by management to be increased if target profits are achieved over prescribed periods. Normally, the equity share capital of the new company acquired by Candover would represent between 5% and 15% of the value of the total equity share capital then in issue and is often taken in the form of convertible shares. The ultimate percentage interest which Candover and the other institutional investors obtain under the conversion arrangements will depend upon the performance of the new company where the participation of management in the equity share capital is related to the achievement of target profits.

Relatively high levels of bank debt are usually built into the financing of buy-outs in order to offer the prospect of attractive returns to equity investors. It should be noted that these debt levels can increase the risks involved in such an investment.

Where an investment in a buy-out is syndicated, it has been Candover's practice to offer participation to its Institutional Shareholders and the Hoare Candover Exempt Fund. It is expected that syndications will continue to be arranged in whole or in part with these parties after the placing.

Businesses which Candover considers to be suitable for buy-outs are normally in one of four categories:

- Divisions or subsidiaries of public companies which are available for purchase and are considered able to operate as independent concerns.
- Businesses of companies in receivership which the directors believe can be re-established as viable concerns.
- Privately held companies where the shareholders wish to sell all or part of their holdings.
- Quoted companies where an offer for the shares can be justified. No buy-outs in this category have yet been organised by Candover, but the directors believe that there could be opportunities for doing so in the future.

Buy-outs are particularly suitable for low and medium technology companies, provided that they have capable management and other characteristics judged likely to lead to profit growth. Candover has organised and invested in buy-outs in a wide range of manufacturing and service industries.

Candover is highly selective in the transactions which it undertakes and the investments which it makes. Consequently, its portfolio represents only a small percentage of the opportunities which it reviews.

Candover is introduced to investment opportunities in various ways, principally by professional intermediaries including merchant banks, firms of stockbrokers, accountants, solicitors and consultants, by personal and professional contacts of directors and staff, and by other firms engaged in investment in unquoted companies. In addition, Candover receives direct approaches from managers interested in participating in a buy-out of the company in which they are employed and from representatives of companies exploring the practicability of the sale of a division or subsidiary to its managers.

Candover's normal practice is to ask the prospective buy-out management, after appropriate clearances from the potential vendor, to prepare a comprehensive business plan for the company concerned. Such a plan would cover, *inter alia*, the company's history, markets, products or services, technical position, career details of the key managers, and historical income, cash flows and balance sheets together with management projections for future years. Candover then investigates the project using both its own staff and outside advisers, including, in most cases, reporting accountants. If Candover decides to proceed further as a result of these investigations, the Candover management, together with the management of the buy-out company, negotiate the purchase terms, establish the financial structure of the new buy-out company, arrange the finance from banks and institutions and complete the purchase formalities.

After the transaction is completed, Candover is normally represented on the board of the buy-out company and a working relationship with the buy-out management is maintained, although Candover does not become involved in the buy-out company's day to day affairs.

Equity investment in a buy-out organised by Candover is usually made with a view to achieving a flotation of the buy-out company. The equity investors thereby aim to achieve marketability for their shares and an enhanced capital value. Alternatively, buy-out companies may receive offers to purchase the business which the shareholders will wish to accept. In judging the timing of flotation or sale in buy-outs organised by Candover, particular regard is paid to the views of the management.

It is not possible to predict the likely period between a buy-out and the buy-out company's flotation or sale. Clearly this will depend largely upon the trading performance of the company following the buy-out. Two of Candover's most successful investments, DPCE Holdings and Stone International, both larger buy-outs of well established businesses, have been listed on The Stock Exchange, whilst another, Vickers da Costa (Holdings), has been purchased by Citicorp, all within a period of two and a half years of the original investments. For other companies which perform less well or are at an earlier stage of development, the period to listing or sale (assuming one or other can be achieved) is likely to be longer.

### Other UK investments

Candover has organised and invested in three management "buy-ins" where a new chief executive, sometimes with one or two senior colleagues and perhaps some of the existing management, has been supported to buy an established business.

Candover also invests in unquoted companies where the nature of the investment is the provision of capital for development rather than finance for a management buy-out or buy-in. In all such cases Candover looks for companies with above average growth prospects and capable existing management, usually with a material equity holding in the business. To date seven such investments have been made. Candover may in appropriate cases arrange syndication of large investments of this kind with institutional investors, including its own Institutional Shareholders and the Hoare Candover Exempt Fund.

Further details of these investments are given below in Description of UK investments.

### Hoare Candover

In March, 1984 Hoare Candover Limited ("Hoare Candover") was constituted jointly by Candover and Hoare Govett, a leading London stockbroking firm, to manage a new fund, the Hoare Candover Exempt Fund, to enable participating pension funds and other exempt funds to invest, through this fund, in management buy-outs and in established unquoted companies and new ventures. A total of £7.48 million was committed by the participants, of which an initial tranche of £2.69 million has been subscribed. Candover is responsible for investigating, implementing and monitoring the investments made by the fund and to date seven investments have been made at a total cost of £1.53 million.

Hoare Candover is to receive an annual management fee which will be calculated at the rate of 1% per annum on the total amount committed to the fund and, after 31st December, 1985, will be at the rate of 1% per annum of the net asset value of the fund if this exceeds the amount originally committed. In addition, Candover receives certain of

its administrative costs from the fund. It also receives options under an option agreement to purchase at cost 7.5% of the equity investments made by the fund. Candover is liable to pay to the fund, at the earlier of five years after an investment is made or the termination of the fund, an amount equivalent to the original cost to the fund of shares in respect of which options have been granted to Candover and have not been exercised. Candover may not dispose of all or any part of its investment which it holds in a particular company pursuant to the exercise of an option until the fund has disposed of all or the same proportion of its own equity shareholding in that company.

Where Candover receives projects involving investment of over £400,000 in unquoted companies, it will generally offer the fund a participation of up to 20%, in the investment on the same terms as those offered to other institutional investors. Smaller investment opportunities (which may be less appropriate for syndication) will normally be offered to the fund in full. Candover may also offer the fund a participation in US investment opportunities introduced to it by Chappell & Co.

### US investments

Details of Candover's US investments are given below in Description of US investments. These investments have been mainly made through two investment firms, Forstmann Little & Co. ("Forstmann Little") and Chappell & Co. ("Chappell"). It has relied on these firms both for investigative work and for subsequent monitoring.

### Forstmann Little investments

Candover began to invest in buy-outs organised by Forstmann Little in June, 1981. It has entered into two limited partnership agreements under the terms of which it has subscribed a total capital of \$837,418 in further limited partnerships formed in each case for the purpose of investing in individual management buy-outs in the US. The directors considered that, through its participation in these investments, Candover would receive attractive investment opportunities and obtain direct experience of buy-out organisation in the US, where this method of financing has been longer established and has operated on a larger scale than in the UK.

Pursuant to the first limited partnership agreement, which has now terminated, Candover became a limited partner in three further limited partnerships. One of these was formed to acquire an investment in the All-American Bottling Corporation which had purchased the soft drinks division of Beatrice Foods and a second was formed to acquire an investment in The Union Ice Company, a manufacturer of water ice and an operator of cold storage warehouses. Both of these investments have now been realised by the limited partnerships concerned. The third limited partnership was formed to acquire an investment in Emb-Tax Corporation, a manufacturer of machine made embroidery products. On the basis described in Description of US investments below, the resultant total gain before tax attributable to Candover's interests in the first two partnerships was \$2.8 million almost all of which derived from the investment in The Union Ice Company.

Candover has become a limited partner in a further four limited partnerships constituted pursuant to the second of the two agreements referred to above and under which it accepted an investment commitment of \$2 million. In an agreement dated 25th November, 1982, between Candover and The Prudential Assurance Company Limited ("Prudential"), Prudential has accepted a 75% participation in the rights and liabilities attaching to the investment to which Candover is committed under the second agreement. Each of the limited partnerships constituted pursuant to the second agreement has invested in a management buy-out organised by Forstmann Little and details of these investments, all of which continue to be held by the partnerships concerned, are set out in Description of US investments below. The second agreement has also now come to an end. Forstmann Little has decided to seek commitments for a third limited partnership to invest in management buy-outs and, because substantially higher minimum commitments would be required, Candover has decided not to participate in these new arrangements.

Decisions on realisations of these investments are taken by Forstmann Little as general partner and not by any of the limited partners.

### Chappell investments

Chappell is a private firm based in San Francisco, California, which specialises in early stage venture capital financing, primarily in technology based companies in the US, and also organises and participates in medium sized management buy-outs. Candover also organises and participates in investments proposed by Chappell on a case by case basis. To date Candover has invested \$1.48 million in 17 businesses introduced through Chappell. None of the investments in these companies has been realised and all have been made in 1983 and 1984. Most of these investments are in companies at an early stage of development and accordingly their trading records are short.

### Direct investments

Candover has to date made two direct investments in US companies at a cost of \$1.19 million. Candover may make further such investments from time to time, although it is not intended that this should represent a major part of its activities.

## Directors, staff and operations

### Directors

Mr P G Wreford, who is 66, became Chairman in January, 1983. He was formerly Chairman of Gresham Trust, which provides merchant banking services principally to unlisted companies. In addition to the chairmanship of Candover, Mr Wreford is Deputy Chairman of Clive Discount Holdings and a director of several companies including Crown House Holdings, London Atlantic Investment Trust, Investment Trust of Guernsey and Wales Limited.

Mr C R E Brooke, who is 53, was appointed Chief Executive on the formation of Candover. In 1966 he was appointed Deputy Managing Director of the Industrial Reorganisation Corporation and from 1969-71 he was Managing Director of Scientia S.A., which was involved in small and medium-sized advanced technology businesses in Europe. He was a director of Pearson for eight years and in June, 1979 was appointed Group Managing Director of EMI, leaving the company in February, 1980 after its merger with Thorn. He is also a director of Slough Estates.

Mr S W Curran, who is 41, was appointed an executive director in July, 1982. Prior to joining Candover in May, 1981, he was a managing consultant for Coopers & Lybrand Associates and then Project Finance Manager of the Industrial Finance Branch of the National Coal Board Pension Funds. He is a director of Greggs and a non-executive director of a number of unquoted companies.

Mr H A Hicks, who is 70, was appointed a non-executive director in September, 1980. He is the founder and Executive Chairman of the IDC Group of Companies which specialises in the design, construction and engineering of industrial and commercial projects in the UK and overseas.

Mr R A P King, who is 50, was appointed a non-executive director in July, 1981. He is the Chairman of Sale Tilney, a company with interests in food manufacturing and distribution, engineering and insurance, and a director of a number of other companies.

Mr M C Stoddart, who is 52, was appointed a non-executive director in September, 1980. He is the Chief Executive and Deputy Chairman of Electra Investment Trust and a director of Globe Investment Trust. For a number of years he has been involved in investment in and development of unlisted companies. He is non-executive Chairman of J. Hepworth & Son and is also a director of a number of public and private companies.

Mr L V D Tindale, who is 63, was appointed a non-executive director in September, 1980. He is Deputy Chairman of Investors in Industry and a director of a number of public and private companies. He has been active in the area of small company investment for twenty-five years.

### Staff

Mr G D Fairservice, who is 37, joined Candover in March, 1984. After eight years with ICF in Southampton and London, in 1982 he joined the British Technology Group as Deputy Director in the Information Technology Division and became Director of the Small Companies Division.

Mr P G Symonds, who is 33, joined Candover in January, 1983. After qualifying as a Chartered Accountant in 1976 with Peat, Marwick, Mitchell & Co., he spent seven years in all aspects of professional practice, including the preparation of accountants' reports for prospectuses.

Mr S M Alexander, who is 38, joined Candover in March, 1982 as Company Secretary and Treasurer. After qualifying as a Chartered Accountant in 1969, he spent three years with Deloitte, Haskins & Sells. In 1972 he joined, as Administrative Manager, the London based international investment management subsidiary of Oppenheimer & Co., New York. From 1976 to 1982 he practised on his own as a Chartered Accountant.

## Operations

The directors of Candover are responsible for the conduct of the business including, in particular, formulating investment policy and making investment decisions on the advice of the executive directors and staff.

Mr Brooke and Mr Curran have entered into full-time service agreements terminable on twenty-four months' notice, further details of which are given under Directors' service agreements in Statutory and general information.

A subsidiary of Candover contributes towards a number of personal pension arrangements designed to provide retirement benefits for its directors and senior employees. Including the executive directors and the members of staff referred to above, Candover has eight full-time employees and retains a number of part-time consultants.

Candover has its offices at 47 Red Lion Court, London EC4. In view of the recent growth in its activities, Candover intends to move to new leased offices during 1985.

## Net assets, profits and dividends

### Valuation of investment portfolio

Listed investments have been valued at the middle market quotations derived from The Stock Exchange Daily Official List as at 26th November, 1984.

Unlisted investments have been valued by the directors as at 26th November, 1984. Initially such investments are carried at cost. Subsequently the directors are guided by:

- the market values of quoted companies with comparable activities, discounted for lack of marketability of the relevant investment; or
- the prices at which subsequent issues of capital or dealings between third parties have taken place.

Appropriate downward adjustments are made to reflect unsatisfactory financial performance. In the valuation of the portfolio as at 26th November, 1984 such adjustments have been made to five UK investments and two US investments, totalling £419,773 and \$441,773 respectively, against original costs of £577,575 and \$1,053,506. Apart from these investments, a provision against original cost had earlier been made in the case of one other investment, which has now been revalued at above original cost. No investment has been made which has been realised at a loss.

An analysis of the investments shown as fixed asset investments in the Accountants' report, as revalued at 26th November, 1984, is as follows:

UK investments	Number	Valuation £'000
Listed	2	3,650
Unlisted:		
At cost	9	1,991
Revalued by directors	9	2,701
	20	8,342
US investments	Number	Valuation \$'000
Unlisted:		
At cost	10	1,116
Revalued by directors	11	1,917
	21	3,033
Total number and valuation (\$1,2035: £1)	41	10,862

The appreciation before taxation in the value of investments has been the major element of the increase in shareholders' funds since Candover commenced business and has arisen in the manner set out below:

	Realised £m	Unrealised £m	Total £m
Listed	0.9	3.7	4.6
Unlisted:			
Exchange gain	0.7	0.5	1.2
Other	2.4	1.8	4.2
Total appreciation	4.0	6.0	10.0

Of the appreciation of £10.0 million, £8.9 million relates to the five following investments:

	£m
DPCE Holdings	2.9
The Union Ice Company	2.0
Stone International	1.6
Famous Names (Holdings)	1.3
Vickers da Costa (Holdings)	1.1
	8.9

### Adjusted net assets record

Net assets shown below are based on the audited consolidated balance sheets at the relevant dates, after converting the Loan Notes then outstanding into Ordinary Shares in the manner described in Background to the placing and adjusting to include current asset investments at market or directors' valuation, less attributable taxation. Net assets at 26th November, 1984 reflect the revaluation of investments at that date but are otherwise based on the audited consolidated balance sheet at 30th September, 1984, after the conversion and adjustment referred to above. The Ordinary Shares and Loan Notes were subscribed mainly in September, 1980 (£2.10 million) and November, 1981 (£1.05 million).

	Date of commencement	£m
11th September, 1980	(Date of commencement)	2.1
30th June, 1981	(Accounting reference dates)	2.1
30th June, 1982	(Accounting reference dates)	3.8
31st December, 1983	(Date of latest audited accounts)	11.8
30th September, 1984	(Valuation date)	12.2

An analysis of the adjusted net assets at 26th November, 1984, after deducting the estimated expenses of the placing of £280,000, is as follows:

	£'000	£'000
Fixed Assets:		
Tangible assets		74
Investments		10,862
Associated company		16
		10,952
Current Assets:		
Debtors	705	
Investments	1,524	
Cash at bank and in hand	27	
	2,256	
Creditors falling due within one year	1,018	
Net current assets		1,238
Adjusted net assets		12,190
Estimated expenses of the placing		280
Adjusted net assets, after deducting the estimated expenses of the placing		11,910
Adjusted net assets per share after the Capital Reorganisation		166p

### Pro forma profits

As part of the arrangements for the placing, the £3m Loan Notes are to be converted into Ordinary Shares and loan interest will no longer be payable. Pro forma profits below are therefore based on Candover's audited accounts after crediting such interest and charging notional taxation thereon.

	46 weeks ended 30/6/84 £'000	Year ended 30/6/82 £'000	18 months ended 31/12/83 £'000	9 months ended 30/9/84 £'000
Income:				
Financial services	113	211	374	159
Investment dealing	—	30	280	199
Investment income	26	158	286	230
Other interest	192	145	198	113
Share of profits of associated company	—	—	—	22
	341	544	1,138	723
Administrative expenses and interest payable	195	322	682	335
Profit before taxation	146	222	456	388
Taxation	77	117	252	148
Profit after taxation	69	105	204	240
Earnings per ordinary share based on the weighted average of shares in issue or to be issued	1.55p	1.72p	2.88p	3.36p

Some modification will be required in the future operation of Candover's investment dealing subsidiary which, from 1st January, 1985, will make no further investments in the shares of companies in which Candover itself has an investment.

## Dividends

The directors expect, in the absence of unforeseen circumstances, to recommend a single dividend of 1.40p per share in respect of the year ending 31st December, 1984 payable in April, 1985. The directors intend, in future years, to recommend for payment a single dividend which will be payable in April of each year.

Whilst it is Candover's policy to achieve a gradual increase in dividends each year, the objective of achieving capital growth will be given priority.

It is intended to manage the business of Candover so that, with effect from 1st January, 1985, it will qualify as an investment trust within the meaning of Section 359, Income and Corporation Taxes Act 1970. A company which is a qualifying investment trust may not retain in respect of any accounting period more than 15% of its income from shares and securities. The distribution by way of dividend of surpluses arising from the realisation of Candover's investments must be prohibited.

## Investment policy and prospects

Candover intends to continue to seek capital growth, principally through investments made and held in buy-outs which it organises in the UK. The directors believe that in future years more companies in the UK will decide to concentrate on mainstream activities and divest divisions or subsidiaries which they will judge not to be in that category. Similarly, the directors expect that owners of private companies will continue to sell their holdings to liquidate and diversify their assets. Some of these are likely to be suitable for buy-outs or for buy-ins. The directors believe that the number and size of buy-out transactions has grown substantially in recent years and they expect that this trend will continue.

As it has done in the past, Candover will give consideration to investment propositions involving the provision of development capital for unlisted companies. Opportunities in this area are increasingly becoming available to the Company and, in appropriate cases, it is envisaged that investments will continue to be made. The directors believe that further opportunities will arise for Candover to participate in investments in the US, particularly through the relationship which Candover has built up with Chappell. Similar associations may be established with other suitably qualified investment organisations in the US and elsewhere. Candover will not, however, seek a predetermined geographical spread of investments but will invest where it believes attractive opportunities exist.

Candover is currently considering a proposition to organise buy-outs elsewhere in Europe with suitably qualified local management. The directors believe that there are good opportunities to organise buy-outs in Europe similar to those undertaken in the UK. Candover may decide to organise other investment funds in addition to the Hoare Candover Exempt Fund with the primary purpose of investing in management buy-outs and providing development capital for unlisted companies.

As a consequence of its investment policy, Candover's investments are usually made in companies which initially are unlisted or which have no official market for their shares. A substantial proportion of Candover's investments can, therefore, be held in companies the trading performance of which may not have been reported as fully or for as long as is normally the case with quoted companies and the shares of which lack the marketability of quoted investments. Start-up ventures in the UK will not normally be considered for investment by Candover, except in cases where the management concerned have a proven record of success in the relevant business area.

It is not Candover's policy to take management or legal control of any company in which an investment is made nor to invest more than 15% of Candover's assets at the time of acquisition in any one investment. The investment in DPCE Holdings has, however, increased substantially in value so that it now exceeds 15% of the total net assets. It is Candover's policy to retain a holding in companies in which it has invested after a market has become established in that company's shares, provided future growth is expected. However, some realisations are likely both to correct imbalances in Candover's portfolio and to provide funds for new investments in buy-outs and unlisted companies.

The directors believe that many of the existing investments in Candover's portfolio offer good prospects for growth in capital value.

Candover has established a reputation of success for organising and investing in buy-outs and, as a result, a substantial flow of investment propositions has been generated. The directors believe that Candover will continue to have opportunities for further successful investment.

## Description of UK investments

### Management buy-outs

Holdings with a valuation, as at 26th November, 1984, of more than £100,000 are set out below. The uplift shown represents the valuation of the current holdings together with the gross proceeds of any realisations, less the original cost of the total investment made.

Original cost of investment	Proceeds of realisations to date	Current holding	Valuation as at 26th November, 1984	Uplift
£166,875	£1,031,183	500,000 ordinary shares	£1,900,000	£2,764,308

DPCE Holdings is a market leader in the provision of manufacturer-independent computer maintenance services, primarily under contract, to leading national and international organisations. Its ancillary activities include training, hardware consultancy and supply of equipment.

Candover's investment in DPCE derives from a buy-out in April, 1981 organised by Candover and Thompson Clive & Partners.

In July, 1983 DPCE obtained a listing on The Stock Exchange following an Offer for Sale. Candover sold 90,000 shares in the Offer for Sale which realised £229,601 and also received £163,500 on the redemption of preference shares and loan stock including a premium of £13,500. Subsequently, a further 260,000 shares have been sold realising £638,082. In addition to the holding shown in the above table, a subsidiary of Candover holds 50,000 ordinary shares as a current asset investment. The original cost to Candover of this holding was £5,625 and was valued as at 26th November, 1984 at £190,000. DPCE reported profits before tax for the year ended 30th June, 1984 of £1.9 million compared with profits before tax of £849,000 for the previous financial year.

Original cost of investment	Proceeds of realisations to date	Current holding	Valuation as at 26th November, 1984	Uplift
£119,000	nil	1,250,000 ordinary shares	£1,750,000	£1,631,000

Stone International's primary business is the design, manufacture and supply of passenger comfort systems, such as air conditioning, lighting and associated power and generating equipment to mass transit and rail authorities.

Candover's investment in Stone resulted from a buy-out which Candover helped to organise in May, 1982 from the receivers of Stone-Platt Industries.

Stone obtained a listing on The Stock Exchange in October, 1984 following an Offer for Sale.

For the financial year ended 31st May, 1984, Stone reported profits before tax of £5.7 million.

Original cost of investment	Proceeds of realisations to date	Current holding	Valuation as at 26th November, 1984	Uplift
£226,000	£40,000	96,000 B ordinary shares, 90,000 preference shares	£1,500,000	£1,314,000

Famous Names (Holdings) manufactures Famous Names liqueur chocolates, Elizabeth Shaw mint crisps and sugar confectionery under various brand names including Parkinsons and Chevies.

Candover invested in Famous Names in July, 1981 when assisting in the implementation of a buy-out. In March, 1984, 40,000 preference shares were redeemed at par.

Sales for the year ended 31st March, 1984 were £23.1 million (1983: £21.4 million) and profits before tax were £1.61 million (1983: £1.46 million). At 31st March, 1984, total net assets were £6.5 million. The company is budgeting for a further increase in profits before tax in the current year.

Original cost of investment	Proceeds of realisations to date	Current holding	Valuation as at 26th November, 1984	Uplift
£271,500	£224,243	£267,857 10% unsecured loan note, 92,786 10% preference stock of £3 each	£1,099,147	£1,051,890

Candover acquired in 1981 its original investment in Vickers da Costa (Holdings) plc, an international stockbroking, arbitrage and financial services group, when it led the organisation of a buy-out. At that time it invested £96,500 in convertible preference shares and £175,000 in unsecured loan stock, all of which was realised in or before June, 1984.

In June, 1984, pursuant to a scheme of reconstruction, Vickers da Costa (Holdings) plc was placed in members' voluntary liquidation and part of its assets were transferred to Vickers da Costa Securities (Holdings) Inc. in consideration, inter alia, for the issue of the above-mentioned preference stock to Candover. At the same time, the remainder of the assets of Vickers da Costa (Holdings) plc were transferred to a new company for which an offer was made by Vickers da Costa (Holdings) Inc., a subsidiary of Citicorp. Pursuant to that offer, the above-mentioned unsecured loan note was issued to Candover.

Candover intends to redeem the unsecured loan note early in 1985 and the preference stock on 30th June, 1985.

### Gower Holdings

Original cost of investment	Proceeds of realisations to date	Current holding	Valuation as at 26th November, 1984	Uplift
£358,000	£61,667	1,188,610 ordinary shares, 152,777 preference shares, £12,333 10% secured loan stock	£428,110	£201,777

The principal activity of Gower Holdings is the manufacture and distribution of self-assembly kitchen furniture.

In March, 1981, Candover helped to organise a buy-out of Gower and invested £227,000 in convertible cumulative preferred ordinary shares and cumulative redeemable preference shares. Following trading losses in the year ended 31st March, 1982, additional funds were provided by institutional shareholders and Candover subscribed a further £37,000 in ordinary shares and £74,000 in loan stock, the latter secured on the assets of a wholly-owned subsidiary, Gower Furniture. In March, 1984, further funds were invested by three Business Expansion Scheme funds, the proceeds of which were principally applied to reduce borrowings.

For the year ended 31st March, 1984, Gower made profits before tax of £602,000 (1983: £223,000) on a turnover of £11.7 million (1983: £13.5 million). At 31st March, 1984, total net assets were £2.5 million. Gower is budgeting for further profit improvement in its current financial year to 31st March, 1985.

Original cost of investment	Proceeds of realisations to date	Current holding	Valuation as at 26th November, 1984	Uplift
£113,750	£100,000	1,086,905 ordinary shares	£428,750	£415,000

Timpson Shoes operates a chain of retail shoe shops and shoe repair units, mainly based in the Midlands and North of England. Candover assisted in organising a buy-out in September, 1983.

In March, 1984, under refinancing arrangements, the company redeemed in full the secured debenture stock provided by investors as part of the finance for the buy-out of which Candover's proportion amounted to £100,000. For the year ended 30th September, 1984, the first year of trading after the buy-out, the unaudited management accounts showed that the company earned a trading profit, after deducting interest, in excess of £900,000.

Original cost of investment	Proceeds of realisations to date	Current holding	Valuation as at 26th November, 1984	Uplift
£56,690	nil	23,595 conv. cum. partic. pref. ord. shares, £50,000 14% unsec. loan stock	£177,015	£120,325

The activities of Radyne Holdings consist of manufacturing, selling and servicing medium and high frequency induction and dielectric heating equipment. Candover assisted in the organisation of a buy-out in December, 1982.

In September, 1984, an additional £500,000 was raised through a rights issue to finance the acquisition of Radyne's US distributor.

In its first year following the buy-out, to 31st December, 1983, Radyne achieved profits before tax of £661,000 on a turnover of £9.3 million. At 31st December, 1983, total net assets were £1.8 million. The company is budgeting for an increase in profits in the current year.

Original cost of investment	Proceeds of realisations to date	Current holding	Valuation as at 26th November, 1984	Uplift
£175,502	nil	41,834 conv. cum. partic. pref. ord. shares, £50,000 14% unsec. loan stock	£175,502	nil

The principal activity is the development of drift coal mines including the extraction of high quality anthracite. In August, 1983, Candover and five other institutions invested £1.9 million in Castle Mines as a result of the buy-out which Candover helped to implement.

Original cost of investment	Proceeds of realisations to date	Current holding	Valuation as at 26th November, 1984	Uplift
£103,256	nil	40,000 conv. cum. partic. pref. ord. shares, 63,256 8% cum. red. pref. shares	£103,256	nil

Technology Project Services (Holdings) formerly traded as Consultants and Designers (U.K.). Its main activity is the provision of expert engineers, technologists and engineering support personnel as well as project teams on a contract or consultancy basis to the international electronic and associated high technology and defence industries. The investment was made in July, 1984, when Candover helped to arrange a buy-out.

### Other UK investments exceeding £100,000

Original cost of investment	Proceeds of realisations to date	Current holding	Valuation as at 26th November, 1984	Uplift
£200,000	nil	800,000 ordinary shares	£200,000	nil

Peregrine Holdings Jersey was formed in May, 1984, as an investment holding company with the primary object of achieving capital growth.

Mr D P Murphy, formerly a director of Candover, is the chairman of the company and has an interest in 16% of its ordinary shares.

Original cost of investment	Proceeds of realisations to date	Current holding	Valuation as at 26th November, 1984	Uplift
£133,217	nil	36,638 ordinary shares	£133,217	nil

Centaur Communications is the holding company for a magazine group whose principal activity is the publication of business journals. Current titles include 'Marketing Week', 'Creative Review', 'Television', 'Your Business', 'Marketeer' and 'The Magazine'. The investment was made in June, 1984.

Original cost of investment	Proceeds of realisations to date	Current holding	Valuation as at 26th November, 1984	Uplift
£126,000	nil	60,000 ordinary shares	£126,000	nil

The company operates '7-Eleven' convenience stores, under licence from the Southland Corporation of the US. Candover made its investment in July, 1983 and the first stores were opened in and around London in 1984.

### Remaining UK investments

The remaining UK investments, each of which is valued at less than £100,000 (excluding the investment in Hoare Candover Limited and any options to acquire investments from the Hoare Candover Exempt Fund) are set out below:

Aussafone Corporation (buy-out investment) is engaged in the manufacture, factoring, sales, servicing and rental of telecommunications equipment.

Colour Marketing Services (buy-in investment) is engaged in the production of colour cards by the chip mounting and direct deposit processes for the manufacturers of paint, laminates and motor vehicles.

Fenland Sheepskin Company (development capital investment) is a specialised tanner of sheepskins and manufactures sheepskin coats and other related products.

Health & Leisure Holdings (development capital investment) was established by the shareholders of Leisure Development (see below) to identify and purchase investments in health and related leisure activities, the first of which was the acquisition of the Ragdale Hall health hydro.

Leisure Development (development capital investment) is engaged in the acquisition and management of investment projects in the UK leisure industry.

Millbank Publishing Group (buy-in investment) publishes reference books, yearbooks, directories, journals and diaries primarily for professional associations, institutions and registered charities.

Office Workstations (development capital investment) develops and markets computer software for advanced workstations.

Security Holdings (buy-in investment) is the holding company of Metcalfe Cooper and Robert Stockwell, financial, City, security and fine art printers.

Thos. Storey (buy-out investment) acquired in October, 1984, the business of Thos. Storey (Engineers) from a subsidiary of Acrow in receivership. Storey is engaged in the provision of section bridging equipment and is the original manufacturer of the Bailey bridge. Candover's current holding is valued at cost and totals £385,700. It is intended shortly to dispose of part of this investment at cost to third parties, as a result of which the cost of Candover's remaining investment will be less than £100,000.

Westpark (buy-out investment) is engaged in the manufacture of valves and other engineering products primarily for the defence, petrochemical, aerospace, water and automotive industries.



## Description of US investments

## Forstmann Little investments

The following investments have been made through limited partnerships as described above in Investment activities—US investments:

## (i) INVESTMENTS REALISED:

The Union Ice Company	Original cost of investment	Proceeds of realisations
	\$214,857	\$2,857,598

The Union Ice Company's principal business was the production of water ice and the operation of cold storage warehouses.

All-American Bottling	Original cost of investment	Proceeds of realisations
	\$160,000	\$319,657

All-American Bottling's principal business is the bottling and distribution of carbonated soft drink products.

## (ii) EXISTING INVESTMENTS:

Emb-Tex Corporation	Original cost of investment	Valuation as at 26th November, 1984
	\$180,000	\$325,800

Emb-Tex Corporation is a US manufacturer of machine made embroidery products.

Notes: Advances have also been made to the general partner of each of the above limited partnerships, which have not been included in the above figures and which have all been repaid except in the case of Emb-Tex Corporation, where a loan of \$45,000 is outstanding.

Dr Pepper Company	Original cost of investment	Valuation as at 26th November, 1984
	\$143,122	\$143,122

Dr Pepper Company is a major US manufacturer of soft drink concentrates and syrups.

Candover has also invested \$139,439 in limited partnerships which have invested capital in the following corporations:

**Beverage Management**, which is a large independent bottler of 7-Up and a franchisee for other soft drinks products.

**Topps Chewing Gum**, which is the manufacturer of Bazooka bubble gums and also manufactures and distributes, with and without bubble gum, sports picture cards, stickers and other candy and novelty products.

**UniCom**, which is the holding company of WRGB-TV, a CBS affiliate television station based in Schenectady, New York.

Pursuant to the limited partnership agreements under which these investments have been made, Candover may in certain circumstances be called upon by the general partner in each case to meet liabilities falling on the general partner in its capacity as such. The maximum amount which Candover can be called upon to bear cannot exceed any distribution (including the original capital investment made) received from the limited partnership. The general partner of the limited partnership through which the investment in The Union Ice Company was made has requested from Candover an indemnity in support of this liability and is holding \$709,028 out of the proceeds due to Candover pending receipt of such indemnity. The directors are not aware of any circumstances which would oblige Candover to make any such payments under any of these limited partnerships, including the limited partnership through which the investment in The Union Ice Company was made.

## Principal Chappell investments

The following investments have been made in companies introduced to Candover by Chappell:

Armand Group	Current holding	Original cost of investment	Valuation as at 26th November, 1984
	2,667 shares of Series A preferred stock.	\$300,000	\$300,000

Armand Group organises and invests in leveraged management buy-outs.

Teledex	Current holding	Original cost of investment	Valuation as at 26th November, 1984
	31,500 shares of preferred stock.	\$45,360	\$207,900

Teledex's main activity is the manufacture and marketing of electronic telephones.

Brag Systems	Current holding	Original cost of investment	Valuation as at 26th November, 1984
	3,240 shares of common stock, 11,765 convertible preferred stock Series A.	\$107,700	\$150,050

Brag Systems provides integrated graphics application software to original equipment manufacturers.

Valley Data Sciences produces equipment and software used in the programming of semi-conductor memory and logic devices, particularly programmable logic arrays.

Valley Data Sciences	Current holding	Original cost of investment	Valuation as at 26th November, 1984
	95,172 shares of preferred stock.	\$130,000	\$138,000

Valley Data Sciences produces equipment and software used in the programming of semi-conductor memory and logic devices, particularly programmable logic arrays.

Tekna	Current holding	Original cost of investment	Valuation as at 26th November, 1984
	13,820 convertible preferred stock Series A.	\$44,686	\$135,820

Tekna manufactures advanced underwater diving equipment for sport, professional and military markets.

Tekna manufactures advanced underwater diving equipment for sport, professional and military markets.

## Remaining Chappell investments

The other investments made through Chappell have been valued at \$885,983 compared with cost of \$841,942.

**Assisted Technology** designs software packages for programming programmable logic semi-conductor devices.

**Chappell Limited** is a limited partnership organised under the laws of the State of California whose primary purpose is to identify and assist small and emerging growth-orientated companies.

**Counterpoint Computers** develops microcomputers for the technical office.

**Diversified Donor Systems** specialises in the development of software information packages for non-profit making organisations to assist with their fund-raising activities.

**Mertek** is engaged in the financing of high technology start-up companies and has invested in Emtek Corporation, whose business is in the research, development and licensing of techniques for freezing and transplanting bovine embryos.

**Microbio Resources** is involved in the manufacture and development of chemical and food products employing advanced microbiological technology.

**Oemtek** develops and markets IBM compatible microcomputers.

**Parallel Systems** manufactures and sells automated handling equipment to test and programme EPROM and EEPROM semi-conductor devices.

**Rapport Corporation** manufactures and markets peripherals and accessories for home computers.

**Stockdale Associates** is a Californian limited partnership in which Candover Overseas Investments (UI) Limited, a wholly-owned subsidiary of Candover, has taken a 15% interest in pursuance of its relationship with Chappell. The principal asset of the partnership is a property in Bakersfield, California. Candover has also accepted a contingent liability of up to \$750,000 under the material contract referred to in paragraph 8(b) of Statutory and general information in respect of a loan of \$1.5 million advanced to Stockdale Associates to finance the acquisition of the Bakersfield property. This loan is due to be repaid on 11th December, 1984 unless an extension is agreed. Candover is in negotiations with the other interested parties with a view to such an extension being effected. The extent of any actual liability incurred by Candover under these arrangements will depend upon whether the property is sold in excess of its cost price prior to the loan becoming repayable. The partnership is, at present, actively seeking a purchaser for the property. Further details are summarised in Note 16 to the Accountants' report.

**X.O. Industries** manufactures and markets energy saving ballasts used in fluorescent lighting fixtures.

**Zens Data Systems** designs and markets CAD/CAM systems.

## Direct investments

AgriData Resources	Current holding	Original cost of investment	Valuation as at 26th November, 1984
	68 shares of Class A common stock.	\$913,506	\$541,728

AgriData Resources operates a computer based business information and communications system which serves the agricultural sector in the US and Canada. The company also publishes a controlled circulation monthly business magazine and paid circulation weekly newsletter for larger farmers and ranchers. The company is not yet profitable.

Aeronautic Development Corporation	Current holding	Original cost of investment	Valuation as at 26th November, 1984
	74 shares of Class B common stock, 633 shares of Class A and C pref. stock, \$192,334 10% and 11% promissory notes.	\$275,000	\$275,000

Aeronautic Development Corporation's sole product is a noise-reducing "hush-kilt" for DC8 aircraft. A prototype is currently under test.

Investments in US companies are subject to certain restrictions on transfer or disposal in accordance with the applicable US legislation.

## Accountants' report

**Peat, Marwick, Mitchell & Co.,**  
1 Puddle Dock, Blackfriars,  
London EC4V 3PD

**Thornton Baker,**  
Fairfax House, Fulwood Place,  
London WC1V 6DW

The Directors, Candover Investments plc  
and  
Cazenove & Co.

7th December, 1984

Dear Sirs,

Candover Investments plc ("the Company") was incorporated on 12th August, 1980. The Company was re-registered as a public company on 27th November, 1984. Thornton Baker have been the Company's auditors since its incorporation.

The financial information set out in this report is based on the audited accounts of the Company and its subsidiaries (collectively "the Group"), no adjustments being considered necessary.

In our opinion the information set out below, which has been prepared in accordance with the stated accounting policies, gives a true and fair view of the profit and source and application of funds of the Group for the relevant periods ended 30th September, 1984, and of the state of affairs of the Company and the Group at that date. The latest date to which audited accounts have been made up is 30th September, 1984. These accounts have been prepared for the purposes of the placing and it is not intended to change the Company's present accounting reference date of 31st December.

## Group profit and loss accounts

	46 weeks ended 30.9.84	Year ended 30.9.84	18 months ended 30.9.84	9 months ended 30.9.84
Note	£'000	£'000	£'000	£'000
Income	1	341	544	1,138
Administrative expenses	2	195	321	648
Operating income		146	223	490
Share of profits of associated company		—	—	22
Interest payable	3	(97)	(157)	(304)
Profit on ordinary activities before taxation		49	66	186
Taxation on profit on ordinary activities:				
Group	4	(26)	(36)	(114)
Associated company		—	—	(7)
Profit on ordinary activities after taxation		23	30	72
Dividends	5	(21)	(27)	(65)
Profit retained		2	3	7
Retained profit brought forward		—	2	5
Retained profit carried forward		2	5	12

## Balance sheets at 30th September, 1984

	Note	Group £'000	Company £'000
Fixed assets:			
Tangible assets	6	74	—
Investments	7	10,463	10,498
Associated company	8	16	1
		10,553	10,499
Current assets:			
Debtors	9	705	802
Investments	10	1,323	1,120
Cash at bank and in hand		27	10
		2,055	1,932
Creditors falling due within one year	11	(933)	(831)
Net current assets		1,122	1,101
Total assets less current liabilities		11,675	11,600
Creditors falling due after more than one year	12	(3,000)	(3,000)
		8,675	8,600
Capital and reserves:			
Called up share capital	13	165	165
Share premium	14	11	11
Capital reserve	14	8,319	8,256
Profit and loss account	14	180	168
		8,675	8,600

## Source and application of funds

	46 weeks ended 30.9.84	Year ended 30.9.84	18 months ended 30.9.84	9 months ended 30.9.84
	£'000	£'000	£'000	£'000
Source of funds				
From operations:				
Profit on ordinary activities before taxation	49	66	186	253
Adjustment for items not involving the movement of funds:				
Depreciation	1	6	19	18
Gain on sale of tangible fixed assets	—	—	(11)	—
Increase in provision against current asset investments	9	2	—	—
Exchange differences	—	—	(41)	208
Profits retained in associated company	—	—	—	(12)
	59	74	163	259
From other sources:				
Issue of share capital	100	61	10	5
Proceeds of disposals of fixed asset investments	—	62	992	3,599
Bank loan	—	—	620	—
Issue of loan stock	2,000	1,000	—	—
	2,100	1,063	1,785	4,061
Application of funds:				
Dividend paid	—	(21)	(27)	(65)
Purchase of tangible fixed assets	(115)	(18)	(41)	(49)
Purchase of fixed asset investments	(1,185)	(781)	(1,664)	(2,646)
Tax deducted at source on investment income	(10)	(54)	(64)	(52)
Bank loan	—	—	—	(620)
Investment in associated company	—	—	—	(11)
Net inflow/(outflow) of funds	949	343	(11)	628
Increase/(decrease) in working capital:				
Work in progress	21	(13)	(8)	—
Debtors	56	(56)	(56)	612
Creditors falling due within one year	(64)	(13)	(22)	(33)
	13	67	(86)	579
Net liquid funds:				
Current asset investments	956	205	104	44
Cash at bank and in hand	—	51	(29)	5
Bank overdrafts	(20)	20	—	—
Net increase/(decrease) in working capital	949	343	(11)	628

## Accounting policies

## (a) Basis of accounting

The financial statements have been prepared under the historical cost convention except that investments are stated at valuation.

## (b) Basis of consolidation

The Group financial statements consolidate those of the Company and of its subsidiaries. The results of subsidiaries are included from the date of acquisition.

An associated company is defined as a company, not being a subsidiary, in which the Group has a substantial and long-term interest and over whose financial and operating policy decisions the Group is in a position to exercise significant influence. The Group's share of the profits of the associated company is included in the Group profit and loss account. The Group balance sheet includes the investment in the associated company at the Group's share of net assets. The Company balance sheet shows the investment in the associated company at cost.

## (c) Income

Income arises from financial services provided and investment transactions undertaken during the year. It also includes income from investments and interest receivable.

## (d) Depreciation

Depreciation is calculated to write down the cost of all fixed assets by equal annual instalments over their expected useful lives. The periods generally applicable are:

Office fixtures and equipment — 2-5 years

Motor vehicles — 4 years

## (e) Investments

Liquid investments are valued at middle market quotations derived from The Stock Exchange Daily Official List. Unlisted investments are included at directors' valuation.

Initially such investments are carried at cost. Subsequently the directors are guided by:

- the market values of quoted companies with comparable activities, discounted for lack of marketability of the relevant investment; or
- the prices at which subsequent issues of capital or dealings between third parties have taken place.

Appropriate downward adjustments are made to reflect unsatisfactory financial performance.

Investments held as current assets are dealt with through the profit and loss account and subject to provision for deferred taxation as appropriate. They are held at cost to the relevant subsidiary which may be different from their cost to the Group.

Investments in subsidiaries are maintained at cost less provisions.

## (f) Work in progress

External fees payable in respect of investment projects under investigation are carried forward as work in progress to the extent that they are recoverable.

## (g) Deferred taxation

Deferred taxation is the taxation attributable to timing differences between profits computed for taxation purposes and profits as stated in the financial statements. Provision for deferred taxation is made under the liability method to the extent that it is considered likely to become payable in the foreseeable future.

## (h) Foreign currencies

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Balance sheets and profit and loss accounts of overseas companies are also translated at the rates of exchange ruling at the balance sheet date. Where exchange differences result from the translation into sterling of foreign currency resources to be used for further investment, they are taken to the capital reserve. All other exchange differences are dealt with through the profit and loss account.

## Notes to financial statements

	46 weeks ended 30.9.84	Year ended 30.9.84	18 months ended 30.9.84	9 months ended 30.9.84
	£'000	£'000	£'000	£'000
1 Income				
Financial services and other operating income	113	211	374	159
Investment dealing	—	30	280	199
Income from fixed asset investments	—	—	—	—
—unlisted	36	158	286	225
—listed	—	—	—	5
Other interest receivable arising on short-term deposits and loans	192	145	198	113
	341	544	1,138	701
2 Administrative expenses				
Administrative expenses include the following:				
Staff costs:				
—salaries	46	135	276	181
—social security	1	10	10	7
—pension costs	8	16	33	25
Depreciation	1	6	19	18
Auditors' remuneration	4	6	12	9
	60	173	350	240
Staff costs include remuneration and consultancy fees paid in respect of services provided by directors, as follows:				
—directors' fees	27	38	52	31
—management remuneration	42	60	174	97
	69	98	226	128
3 Interest payable				
On bank loans, overdrafts and other loans	—	1	34	24
—repayable within 5 years, otherwise than by instalments	97	156	270	135
—repayable wholly or partly in more than 5 years	97	157	304	159
4 Taxation on profit on ordinary activities				
UK corporation tax on the profits of the period	16	—	56	40
Deferred tax	1	19	(6)	(14)
Tax attributable to franked investment income	9	17	64	52
	26	36	114	78

The Group has certain unrelieved taxation losses estimated at £100,000 available for offset against future trading profits of certain subsidiaries.

	46 weeks ended 30.9.84	Year ended 30.9.84	18 months ended 30.9.84	9 months ended 30.9.84
	£'000	£'000	£'000	£'000
5 Dividends				
Ordinary shares				
Final ordinary dividend (£'000)	21	27	65	—
Rate per share				
—actual	20.883p	25.72p	60.502p	nil
—adjusted for Capital Reorganisation	0.653p	0.804p	1.891p	nil

In 1983 and 1984 there were waivers of dividends amounting to £2,958 and £8,167 respectively

	Office fixtures and equipment	Motor vehicles	Total
	£'000	£'000	£'000
GROUP			
Cost	62	48	110
Depreciation	24	12	36
Net book value	38	36	74

	Shares in group companies	Investments other than loans	Loans	Total
	£'000	£'000	£'000	£'000
7 Fixed asset investments				
GROUP				
Cost of investments	—	5,090	27	5,117
Net unrealised appreciation of investments	—	5,342	4	5,346
Valuation	—	10,432	31	10,463
COMPANY				
Cost of investments	863	4,186	27	5,076
Net unrealised appreciation of investments	—	5,416	4	5,420
Valuation	863	9,604	31	10,498

## Investments and loans include:

	Cost	Valuation	Cost	Valuation
	£'000	£'000	£'000	£'000
Investments listed in UK	12	1,840	12	1,840
Unlisted investments, at directors' valuation, in				
—UK	3,147	6,248	3,147	6,248
—US	1,958	2,375	1,056	1,547
Total investments	5,117	10,463	4,215	9,635

9 Debtors	Group	Company
	£'000	£'000
Amounts falling due within one year		
—trade debtors	21	—
—amounts owed by group companies	—	180
—other debtors	590	575
—prepayments and accrued income	85	47
	696	802
Amounts falling due after more than one year		
—prepayments and accrued income	9	—
	705	802

Included in other debtors, in respect of the Group and the Company is £574,000 relating to amounts receivable in connection with the liquidation of The Union Ice Company.

10 Current asset investments	Group	Company
	£'000	£'000
Listed investments	82	263
Unlisted investments	1,241	1,255
	1,323	1,518

11 Creditors falling due within one year	Group	Company
	£'000	£'000
Amounts owed to group companies	—	142
Current taxation	800	643
Social security and other taxes	118	—
Accruals and deferred income	115	46
	933	831

12 Creditors falling due after more than one year	Group	Company
	£'000	£'000
Unsecured Loan Notes 2005 (to be converted into Ordinary Shares conditional on the Company's listing)	3,000	3,000

13 Share capital	Group	Company
	£'000	£'000
'A' Ordinary Shares of £1 each	—	120
'B' Ordinary Shares of £1 each	—	45
	—	165

14 Share premium account and reserves	Group	Company
	£'000	£'000
Movements during the period under review have arisen as follows:		
Retained profits	—	180
Surplus on revaluation of investments	—	5,346
Investments realised	—	5,513
Corporation tax on chargeable gains	—	(708)
Exchange differences	—	166
Premium on allotments	11	—
At 30th September, 1984	11	8,319
COMPANY		
Retained profits	—	168
Transferred from subsidiaries	—	1,324
Surplus on revaluation of investments	—	4,096
Investments realised	—	3,504
Corporation tax on chargeable gains	—	(708)
Exchange differences	—	37
Premium on allotments	11	—
At 30th September, 1984	11	8,256

15 Capital commitments	Group	Company
	£'000	£'000
Contracted for but not provided	—	17
Authorised by the directors but not contracted for	—	158
	—	175

16 Contingent liabilities	Group	Company
	£'000	£'000
There are potential tax liabilities in respect of corporation tax on unrealised capital gains on investments of £1,917,300 for both the Group and the Company.		

The Company has agreed with Electra Investment Trust PLC ("Electra") that it will bear 50% of any liability incurred by Electra in respect of an indemnity which Electra has given to secure a US\$1,500,000 loan to a Californian limited partnership in which Candover, Electra and Mr R H Chappell have an interest.

The Company is liable to purchase at original cost certain investments made by the Hoare Candover Exempt Fund representing 75% of that fund's equity shareholding in investee companies within five years from completion of the investment or at the time of termination of that fund, whichever is the earlier.

The Company has been advised of a potential liability to US taxation arising from the liquidation of The Union Ice Company. The directors have been informed by the official responsible for the liquidation that reserves established by him are sufficient to meet all known claims and they therefore consider to be remote the possibility that any further US tax liability will fall on the Company.

Candover has entered into a commitment, subject to contract, to invest not more than £350,000 in a new company which may be formed to undertake a possible buy-out.

Yours faithfully,

Peat, Marwick, Mitchell & Co.

Thornton Baker

## Statutory and general information

### 1 Share capital

(a) Candover was registered in England and Wales on 12th August, 1980 as a private company under the Companies Act 1948 to 1976 (No. 1512178) with an authorised share capital of £110,000 divided into 70,000 'A' Ordinary Shares of £1 each, 30,000 'B' Ordinary Shares of £1 each and 10,000 Undesignated Shares of £1 each.

(b) On 7th December, 1982, the authorised share capital of Candover was £165,000 divided into 116,500 'A' Ordinary Shares of £1 each, 45,000 'B' Ordinary Shares of £1 each and 3,500 Undesignated Shares of £1 each, of which all the 'A' and 'B' Ordinary Shares were issued and fully paid.

(c) During the two years preceding the date of this document, the following issues of Undesignated Shares, as 'A' Ordinary Shares of £1 each, have been made, in each case fully paid for cash:

Date	Number of shares	Allottee	Price per share
21st April, 1983	1,500	P G Wreford	£3
21st April, 1983	450	P G Symonds	£3
12th October, 1983	250	H A Hicks	£5
12th October, 1983	250	D P Murphy	£5
12th October, 1983	250	Myrmeen Limited	£5
3rd April, 1984	800	G D Fairservice	£5
	3,500		

Pursuant to a resolution passed on 24th July, 1984, the authorised share capital was increased to £175,000, so as to comprise 130,000 'A' Ordinary Shares of £1 each and 45,000 'B' Ordinary Shares of £1 each, of which all except for 10,000 'A' Ordinary Shares were issued and fully paid.

(c) On 27th November, 1984, Candover was re-registered as a public limited company.

(d) On 6th December, 1984, an agreement ("Loan Note Conversion Agreement") was entered into between the companies referred to in paragraph 2 (b) below, The Fleming Enterprise Investment Trust PLC, Murray Growth Trust PLC, Murray International Trust PLC, Murray Income Trust PLC, Murray Smaller Markets Trust PLC and Candover, conditional upon the ordinary share capital of Candover being admitted to the Official List, whereby each of the said companies agreed that its holding of Loan Notes of Candover would be converted into fully paid Ordinary Shares of 25p each of Candover at the rate of 0.625 Ordinary Shares for each £1 nominal of Notes held.

On satisfaction of the condition referred to above, pursuant to the Loan Note Conversion Agreement, 1,875,000 Ordinary Shares of 25p each will fall to be issued, credited as fully paid at 85.2p per share, inclusive of the amount of premium on conversion of £3,000,000 nominal of the Loan Notes of Candover.

By or pursuant to Resolutions passed at an Extraordinary General Meeting held on 5th December, 1984, conditionally upon the share capital of Candover being admitted to the Official List by the Council of The Stock Exchange not later than 31st December, 1984 (inter alia):

(i) each 'A' Ordinary Share of £1 and each 'B' Ordinary Share of £1 was converted into and redesignated as an Ordinary Share of £1;

(ii) the authorised share capital of the Company was increased from £175,000 to £2,385,000 by the creation of 2,210,000 new Ordinary Shares of £1 each;

(iii) each Ordinary Share of £1 (both issued and unissued) was sub-divided into four Ordinary Shares of 25p each;

(iv) subject to the share premium account being credited as a result of the conversion of Loan Notes referred to above, 3,030,000 Ordinary Shares of 25p each were allotted credited as fully paid to the existing holders of Ordinary Shares by way of capitalisation of £1,155,000 (being, as to part, the amount so credited to the share premium account and, as to the remainder, part of the amount standing to the credit of the Company's realised capital reserves);

(v) the directors were generally and unconditionally authorised, pursuant to Section 14 of the Companies Act 1981, for a period of five years from 5th December, 1984, to allot relevant securities (as defined in that Section) up to a maximum nominal amount which (after the allotment of Ordinary Shares pursuant to the Loan Note Conversion Agreement) is equal to £596,250;

(vi) the directors were empowered until the conclusion of the Annual General Meeting in 1985 to allot equity securities (as defined in Section 17 of the Companies Act 1981) pursuant to the authority referred to in (v) above as if Section 17(1) of the Companies Act 1981 did not apply to the allotment, provided that such power is limited to the allotment of equity securities:

(a) in connection with a rights issue in favour of the holders of Ordinary Shares (notwithstanding that by reason of such exclusions or other arrangements as the directors may deem necessary or desirable to deal with problems arising in any overseas territory, in connection with fractional entitlements, record dates or otherwise, however, the equity securities to be allotted are not offered to all of such holders in proportion to the number of Ordinary Shares held by each of them); and

(b) (otherwise than pursuant to (a) above) up to an aggregate nominal amount which (after the allotment of Ordinary Shares pursuant to the Loan Note Conversion Agreement) is equal to £119,250; and

(vii) it was resolved that, notwithstanding the provisions of the Company's Articles of Association, any expenses of or incidental to the placing may, on or prior to 31st December, 1984, be charged against any realised capital profits or reserves of the Company and accordingly any realised capital profits need not be credited to the capital reserve fund of the Company to the extent that any such expenses are so charged against them.

(c) Save as disclosed in this paragraph 1 and in paragraphs 4, 7(c) and 9, during the two years immediately preceding the date of this document no share or loan capital of Candover or of any subsidiary has been issued or agreed to be issued, or is now proposed to be issued (other than to Candover or any subsidiary) for cash or any other consideration and no commissions, discounts, brokerage or other special terms have been granted by Candover or by any subsidiary in connection with the issue or sale of any such capital.

(d) Save as disclosed in paragraph 4 below, no share or loan capital of Candover or of any of its subsidiaries is under option or is agreed, conditionally or unconditionally, to be put under option.

(e) No material issue of shares (other than that consequent upon an offer to shareholders pro rata to their existing shareholdings) will be made by Candover within one year of the date of this document without the prior approval of Candover in General Meeting.

(f) Following the placing, 2,385,000 Ordinary Shares of 25p each will remain unissued (of which part will be required for the exercise of options as referred to in paragraph 4 below). No issue of shares will be made by Candover which will effectively alter its control or the nature of its business without the prior approval of Candover in General Meeting.

### 2 Directors' and other interests

(a) Immediately following completion of the placing the interests of the directors and their families (all of which are beneficial) in the share capital of the Company as they will appear in the register maintained under the provisions of the Companies Act 1981, will be as follows:

Director	Ordinary Shares	Per cent
P G Wreford	48,000	0.67
C R E Brooke	731,540	10.25
S W Curran	251,840	3.52
H A Hicks	32,000	0.44
R A P King	—	—
M C Stoddart	6,000	0.08
L V D Tindale	—	—

M C Stoddart is purchasing, under the placing arrangements, the 6,000 Ordinary Shares referred to above.

In addition C R E Brooke and S W Curran hold options, as shown in paragraph 4, and are eligible to be granted further options under the Candover Executive Share Option Scheme ("the Scheme").

(b) The directors have been notified of the following interests which, in addition to those of C R E Brooke shown above, immediately following completion of the placing, will amount to 5% or more of the issued ordinary share capital of Candover:

Member	Ordinary Shares	Per cent
Electra Investment Trust PLC	891,022	12.45
Globe Investment Trust PLC	891,022	12.45
The Prudential Assurance Company Limited	498,424	6.97
The British Petroleum Pension Trust Limited	448,581	6.27
Investors in Industry PLC	448,581	6.27

(c) In addition, four investment trust companies managed by Murray Johnsons Limited will, following the placing, hold in aggregate 548,206 Ordinary Shares, representing 7.60% of the issued ordinary share capital.

(d) Save for the above interests, the directors are not aware of any other shareholding which, after completion of the placing, is expected to amount to 5% or more of Candover's issued share capital.

(e) The aggregate emoluments, including pension contributions but excluding options under the Scheme, of the directors in respect of the eighteen months ended 31st December, 1983 were £235,507. The aggregate emoluments, including pension contributions but excluding options under the Scheme, of the directors in respect of the year ending 31st December, 1984 are estimated to be £168,649 under the arrangements in force at the date of this document.

(f) None of the directors has or has had any direct or indirect interest in any assets which, during the two years immediately preceding the date of this document, have been acquired or disposed of by or leased to Candover or any of its subsidiaries or are proposed to be acquired or disposed of by or leased to Candover or any of its subsidiaries.

(g) Save as disclosed in paragraphs 3 and 9 below, none of the directors has any direct or indirect material interest in any contract or arrangement subsisting at the date hereof which is significant in relation to the business of Candover or any of its subsidiaries, taken as a whole.

(h) M C Stoddart is the Chief Executive and Deputy Chairman of Electra Investment Trust PLC and a director of Globe Investment Trust PLC. L V D Tindale is Deputy Chairman of Investors in Industry PLC.

### 3 Directors' service agreements

C R E Brooke and S W Curran have entered into service contracts with Candover Services Limited (a subsidiary of the Company) terminable by either party on not less than 24 months' notice, with current annual salaries of £60,000 and £45,000 respectively; in addition Candover Services Limited currently contributes 22.2% of Mr Brooke's salary and 18.9% of Mr Curran's salary towards their respective pension arrangements provided under the Company's pension scheme, on a p.a. and £1,430 p.a. for Mr Brooke and Mr Curran respectively (although Candover Services Limited has reserved the right to vary these payments). Save as aforesaid, there are no existing or proposed service or services contracts between any of the directors and the Company or any of its subsidiaries other than contracts expiring, or determinable by the Company or subsidiary without payment of compensation (other than statutory compensation) within one year.

### 4 The Candover Executive Share Option Scheme

The principal provisions of the rules of the Scheme, which were adopted pursuant to a resolution of the Company in General Meeting passed on 24th July, 1984 and varied pursuant to a resolution passed on 5th December, 1984 are summarised below:

(a) Offers of participation may be made in respect of Ordinary Shares of such full-time executives (including executive directors) as the directors shall in their absolute discretion select.

(b) The maximum number of Ordinary Shares in respect of which options under the Scheme may be granted (when aggregated with options granted over the preceding ten years pursuant to any other share option scheme (other than a savings related scheme)) is 556,625 Ordinary Shares or such greater number as may be approved by the Company in General Meeting, not exceeding 5% of the issued ordinary share capital of the Company. Subject to that limit, the directors have the right to grant options in respect of any number of Ordinary Shares, provided that the number of Ordinary Shares in respect of which options may be granted at any particular date shall, *inter alia*, (when aggregated with all Ordinary Shares previously granted under any other share scheme during the preceding ten years) not exceed 10% of the Company's issued ordinary share capital from time to time and further (when aggregated with all Ordinary Shares appropriated for issue under any other share scheme during any three year period) shall not exceed 3% of the issued ordinary share capital from time to time.

(c) No payment is required as consideration for or on the grant of options which may normally only be granted within six weeks after the date of public announcement of the annual or half-yearly results of the Company and its subsidiaries, save that no option may be granted after 25th July, 1994. Options, which may not be transferred or assigned, will not be exercisable before the expiry of three years from the date of grant (except in the case of the death of the option holder or in certain other circumstances including a takeover of the Company) and will not be exercisable during periods referred to in The Stock Exchange Model Code for Securities Transactions by Directors as being periods during which dealings should not take place. Options will normally lapse at the end of ten years from the date of grant but will also lapse 12 months after the death of the option holder or in certain other circumstances including, *inter alia*, cases where the option holder ceases to be a full-time executive of the Company.

(d) The subscription price at which holders of options may acquire shares shall be determined by the directors on or before the date of grant of an option but shall not be less than the greater of:

(i) the nominal value of the Ordinary Shares in respect of which the option is granted; and

(ii) prior to the admission of the ordinary share capital of the Company to the Official List by the Council of The Stock Exchange, an amount as determined by the auditors for any date being not more than 21 days before the date on which the options are offered; and thereafter, the average of the middle market quotations for those Ordinary Shares, based on The Stock Exchange Daily Official List, for the three dealing days immediately preceding the date of offer of such options.

(e) No executive may be granted options at any particular time to the extent that the subscription price thereof, when aggregated with:

(i) the value (at their subscription prices) of any Ordinary Shares already acquired, or remaining to be acquired, by him on exercise of options granted under the Scheme during the preceding ten years;

(ii) the value (at their subscription prices) of shares of the Company already acquired or remaining to be acquired by him pursuant to rights granted to him during the preceding ten years under any other share option scheme (not being a savings related scheme)

exceeds 4 times the executive's emoluments at that time.

(f) The Scheme contains provisions, *inter alia*, for the number of shares which may be issued under the Scheme, the number of shares comprised in any options already granted and the subscription price payable for each such share to be adjusted in the event of certain variations in the share capital of the Company.

(g) The directors have the power to amend the rules of the Scheme and in particular to ensure that it qualifies as an approved scheme under any legislation for the time being in force relating to approved share option schemes, provided that no amendment of the basic structure of the Scheme (including the basis of calculations of the subscription price, the total number of shares available under the Scheme or the number of shares that may be subject to options granted to any one participant) may be made without the prior approval of the Company in General Meeting.

Options under the Scheme were granted on 7th August, 1984 to the following (adjusted for the effects of the Capital Reorganisation referred to in paragraph 1(d) above):

Name	No. of Ordinary Shares
C R E Brooke	57,600
S W Curran	6,400
G D Fairservice	16,000
P G Symonds	16,000
S M Alexander	16,000

The consideration for the grant of options to each of the above persons was £1 in aggregate per person and the subscription price (adjusted for the effects of the capital reorganisation) is 62.5p per Ordinary Share of £1.

The addresses of Messrs Fairservice, Symonds and Alexander are 47 Red Lion Court, London EC4A 3EB.

### 5 Articles of Association

The Articles of Association of the Company contain, *inter alia*, provisions to the following effect:

On a show of hands every member present in person shall have one vote and on a poll every member shall have one vote for each share of which he is the holder.

**Variation of Rights**  
If at any time the share capital is divided into different classes of shares, the rights attached to any class or any of such rights may, whether or not the Company is being wound up, be modified, abrogated or varied with the consent in writing of the holders of three-fourths of the issued shares of that class, or with the sanction of an Extraordinary Resolution passed at a separate general meeting of the holders of the shares of the class.

The rights attached to any class of shares shall, unless otherwise expressly provided by the terms of issue of the shares of that class or by the terms upon which such shares are for the time being held, be deemed not to be modified, abrogated or varied by the creation or issue of further shares ranking *pari passu* therewith.

**Directors**  
(i) The directors shall not be required to hold any qualification shares.

(ii) The directors shall be paid by way of fees for their services as directors such sums (if any) as the directors may from time to time determine (not exceeding in the aggregate an annual sum of £80,000 or such larger amount as the Company may by Ordinary Resolution determine) and such remuneration shall be divided between the directors as they shall agree or, failing agreement, equally.

The directors may also be paid all reasonable expenses properly incurred by them in connection with the business of the Company.

A director may be a director or other officer, servant or member of, or otherwise interested in, any company promoted by the Company or in which the Company may be interested as shareholder or otherwise, and no such director shall be accountable to the Company for any remuneration or other benefits received or receivable thereby from such other company.

Any director who is appointed to any executive office or who serves on any committee or who devotes special attention to the business of the Company, or who otherwise performs services which, in the opinion of the directors, are outside the scope of the ordinary duties of a director, may be paid such extra remuneration as the directors may determine.

The directors may pay pensions and other benefits to, *inter alia*, any director, or ex-director and his or her dependants.

(iv) No director shall be disqualified by his office from entering into any contract, arrangement, transaction or proposal with the Company. Subject to the provisions of Part IV of the Companies Act 1981 and save as therein provided no contract, arrangement, transaction or proposal entered into by or on behalf of the Company in which any director is interested, whether directly or indirectly, shall be liable to be avoided, nor shall any director who enters into any such contract, arrangement, transaction or proposal or who is so interested be liable to account to the Company for any profit realised thereby by reason of such contract, arrangement, transaction or proposal or of the fiduciary relationship therewith established, but he shall declare the nature of his interest to the Board. Save as provided in the Articles in respect of certain specified matters, a director shall not vote in respect of any contract, arrangement, transaction or any other proposal whatsoever in which he has any material interest otherwise than by virtue of his interests in shares or debentures or other securities of or otherwise in or through the Company. A director shall not be counted in the quorum at a meeting in relation to any resolution on which he is deemed to be a debentured from voting.

A director shall not vote or be counted in the quorum on any resolution concerning his own appointment as the holder of any office or place of profit with the Company or any company in which the Company is interested including fixing or varying the terms of his appointment or the termination thereof.

Subject to the provisions of the Companies Acts, the Company may by Ordinary Resolution suspend or relax the provisions described in this sub-paragraph (iii) to any extent or ratify any transaction not duly authorised by reason of a contravention thereof.

(v) The provisions of Section 185 of the Companies Act 1948, which regulate the appointment and continuation in office of directors who have attained the age of seventy, shall apply to the Company.

**Borrowing powers**  
(i) The directors may exercise all the powers of the Company to borrow money and to mortgage or charge its undertaking, property and uncalled capital, or any part thereof, and, subject to the provisions of the Companies Acts, to issue debentures and other securities, whether outright or as security for any debt, liability or obligation of the Company or of any third party.

(ii) The directors shall restrict the borrowings of the Company and exercise all voting and other rights and powers of control exercisable by the Company in relation to its subsidiaries (if any) so as to secure (so far as regards subsidiaries, as by such exercise they can secure) that the aggregate amount for the time being outstanding of all moneys borrowed (in such expression as described in the Articles) by the Group (as defined in the Articles) and for the time being owing to persons outside the Group shall not at any time, without the previous sanction of an Ordinary Resolution, exceed a sum equal to one and one half times the adjusted share capital and reserves (as described in the Articles).

### Capital Reserve Fund

Every profit resulting from any dealing with, realisation, valuation or revaluation of any investment or other capital asset of the Company or of any subsidiary of the Company which has been incurred in the acquisition or financing of a capital asset (except to the extent that such profit is used to reduce the book value of the whole or any part of the remainder of the capital assets) and all other capital profits shall be credited to a capital reserve fund to be maintained by the Company. Every loss (including any taxation) resulting from any such dealing, realisation, valuation or revaluation as aforesaid and any other capital loss may be charged against such capital reserve fund (including any taxation) in the year in which it is incurred or in any subsequent year. The sum standing to the credit of the capital reserve fund shall not in any circumstances be available for distribution as dividend or otherwise for distribution (within the meaning of Section 45(2) of the Companies Act 1981) but, subject as aforesaid, may be employed and dealt with in such manner as the directors shall think fit.

### 6 Taxation

Candover is resident in the UK for tax purposes. It is not a close company.

The Board intends to manage the affairs of Candover so that it will qualify as an investment trust for the purposes of Section 359, Income and Corporation Tax Act 1970. A company which is a qualifying investment trust is not liable to corporation tax on capital gains.

The conditions which Candover intends to satisfy from 1st January, 1985 in order to qualify for investment trust status are broadly as follows:

(a) the income of Candover will be derived wholly or mainly from shares or securities;

(b) no holding in a company will at the time of the latest investment in that company represent more than 15% by value of Candover's investments;

(c) the distribution as dividend of surpluses on the realisation of investments will be prohibited by Candover's Articles of Association;

(d) Candover will not retain in respect of any accounting period more than 15% of its income from shares and securities.

The Inland Revenue has confirmed that the provisions of Section 460, Income and Corporation Taxes Act 1970, will not be applied to the relevant transactions set out in this document.

### 7 General

(a) Save as disclosed herein, there has been no material change in the financial position of Candover since 30th September, 1984.

(b) The directors are aware of certain indications that consideration was being given as to whether there were grounds for making a claim against Candover and its Chief Executive in relation to matters which were the subject of proceedings in the US courts involving a US company in which Candover formerly held an investment. Candover is not a party to those proceedings and no action has been taken following these indications. The directors have been advised, on the information currently available, that any such claim would not succeed. Subject as aforesaid, the directors are not aware of any litigation or claims of material importance pending or threatened against Candover or any of its subsidiaries.

(c) Peat, Marwick, Mitchell & Co. and Thornton Baker have given and have not withdrawn their respective written consents to the issue of this document with the inclusion herein of their report and the references thereto and to them in the form and content in which they are included.

(d) Mr D P Murphy retired as a director in November, 1984 having recently transferred his residence to Jersey. Mr Murphy had served as a director since July, 1981.

(e) The costs, charges and expenses of the placing and of the application to the Council of The Stock Exchange for listing Candover's share capital are estimated to amount to £230,000 inclusive of VAT,







## NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

**Continued on Page 31**



**Continued on Page 32**

**Continued from Page 30**

**ENERGY REVIEW**  
every Wednesday in  
the Financial Times







## OVER-THE-COUNTER

[illegible][illegible]

Colombia	45	53	58	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	
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Alexandra Way Ashchurch, Gt.  
Hdl. Tewkesbury (0684) 2972.  
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## A subsidiary of Smith's Industries





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**Target Life Assurance Co. Ltd.**  
Target House, Galesbury Road, Aylesbury, Bucks

**CAL Investments (10M) Ltd**  
16 St Georges Street, Douglas, 10M. 0624 20231

**Grindley Henderson M**  
PO Box 414, St Helier, Jersey

Includes all expenses except mission, y Offered prices expenses if bought through  
2 Previous day's price. 4 Gu  
5 Suspended. 6 Yield before  
7 Ex-subdivision. 8 Only  
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**DAI-ICHI**  
EUROPE LIMITED

For  
**EQUITIES & BONDS**

Durrant House, 8-13, Chiswell Street,  
London EC1Y 4LQ  
Telephone: 01 588 4872  
Telex: 883336 ICHIDL

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**MINES—Continued**

Dividends Paid	Stock	Price	Last Net	Div Yield	C/W
	<b>Central African</b>				
Jan.	Amalgamated ZSI	159	15.10	0.00%	0
Mar.	May/Warlike Col. 251	705	4	—	—
October	Kam. Co. 3890-24	344	7.90	—	—
	<b>Australians</b>				

**MINES—Continued**

[illegible]

W Southern Res	88	—	—
W Southern Venture 2c	64	—	—
W Southern Fuel Co	73	—	—

[illegible]

and yield after scrip issue j Payment from capital source

[illegible]

Legal & Gen	42	NEPC	.....
Lex Service	32	Peachy	.....
		Financial Review	.....

[illegible][illegible]



# BIMBO RESTAURANTS LTD. GAMING ACT 1968

11 - 12 King William Street  
Coventry

Bimbo Restaurants Limited wish to announce that they have been granted a Gaming Licence by the Coventry Gaming Licensing Committee for Roulette, Black Jack, and Punto Banco on the Ground Floor, and Card Room games of Equal Chance on the First Floor of the premises situated at 11/12 King William Street, Coventry (whole building) to be known as

## "ANNABELLE CASINO"

The Casino will be open from December 17th 1984 for gaming daily between 2.00 p.m. to 4.00 a.m. and on Saturdays between 2.00 p.m. to 2.00 a.m. The Gaming Act requires that before a member of a casino may participate in gaming a Declaration of Intention to Game must be signed on the premises not less than 48 hours before participating.

In order to comply with this requirement there will be an office at the Casino open from 4.00 p.m. to 11.00 p.m. daily from the 10th December 1984. Refreshments will be available at all times.

### NOTICE OF EARLY REDEMPTION

## The Tokai Bank, Limited US \$30,000,000

Callable Negotiable Floating Rate  
London Dollar Certificates of Deposit

Series AR Certificate No. 003441-003500 issued on 28th January, 1983  
Maturity Date 30th January, 1986 Callable in January, 1985.

Notice is hereby given in accordance with Clause 5 of the Certificates of Deposit (the "Certificates") that pursuant to Clause 3 of the Certificates, The Tokai Bank, Limited will prepay all outstanding Certificates on 30th January, 1985 (the "Prepayment Date"), at their principal amount, together with accrued interest to the Prepayment Date, will be made on the Prepayment Date against presentation and surrender of the Certificates at the London Branch of The Tokai Bank, Limited, P. & O. Building, Leadenhall Street, London EC3V 4RD. Interest will cease to accrue on the Certificates on the Prepayment Date.

Bank of America International Limited  
Agent Bank

10th December, 1984

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# CURRENCIES, MONEY and CAPITAL MARKETS

## FINANCIAL FUTURES

### LONDON

THREE-MONTH EURO DOLLAR	Close	High	Low	Prev
Dec 7	90.65	90.67	90.60	90.62
Dec 8	90.65	90.67	90.60	90.62
Dec 9	90.65	90.67	90.60	90.62
Dec 10	90.65	90.67	90.60	90.62

THREE-MONTH STERLING	Close	High	Low	Prev
Dec 7	90.23	90.25	90.21	90.22
Dec 8	90.23	90.25	90.21	90.22
Dec 9	90.23	90.25	90.21	90.22
Dec 10	90.23	90.25	90.21	90.22

20-YEAR 12% NOTIONAL GILT	Close	High	Low	Prev
Dec 7	109.23	109.25	109.21	109.22
Dec 8	109.23	109.25	109.21	109.22
Dec 9	109.23	109.25	109.21	109.22
Dec 10	109.23	109.25	109.21	109.22

EST. VOLUME 614 (982)	Close	High	Low	Prev
Dec 7	90.23	90.25	90.21	90.22
Dec 8	90.23	90.25	90.21	90.22
Dec 9	90.23	90.25	90.21	90.22
Dec 10	90.23	90.25	90.21	90.22

EST. VOLUME 4,772 (3,212)	Close	High	Low	Prev
Dec 7	90.23	90.25	90.21	90.22
Dec 8	90.23	90.25	90.21	90.22
Dec 9	90.23	90.25	90.21	90.22
Dec 10	90.23	90.25	90.21	90.22

EST. VOLUME 1,490 (1,212)	Close	High	Low	Prev
Dec 7	90.23	90.25	90.21	90.22
Dec 8	90.23	90.25	90.21	90.22
Dec 9	90.23	90.25	90.21	90.22
Dec 10	90.23	90.25	90.21	90.22

EST. VOLUME 1,200 (1,000)	Close	High	Low	Prev
Dec 7	90.23	90.25	90.21	90.22
Dec 8	90.23	90.25	90.21	90.22
Dec 9	90.23	90.25	90.21	90.22
Dec 10	90.23	90.25	90.21	90.22

EST. VOLUME 1,200 (1,000)	Close	High	Low	Prev
Dec 7	90.23	90.25	90.21	90.22
Dec 8	90.23	90.25	90.21	90.22
Dec 9	90.23	90.25	90.21	90.22
Dec 10	90.23	90.25	90.21	90.22

EST. VOLUME 1,200 (1,000)	Close	High	Low	Prev
Dec 7	90.23	90.25	90.21	90.22
Dec 8	90.23	90.25	90.21	90.22
Dec 9	90.23	90.25	90.21	90.22
Dec 10	90.23	90.25	90.21	90.22

EST. VOLUME 1,200 (1,000)	Close	High	Low	Prev
Dec 7	90.23	90.25	90.21	90.22
Dec 8	90.23	90.25	90.21	90.22
Dec 9	90.23	90.25	90.21	90.22
Dec 10	90.23	90.25	90.21	90.22

EST. VOLUME 1,200 (1,000)	Close	High	Low	Prev
Dec 7	90.23	90.25	90.21	90.22
Dec 8	90.23	90.25	90.21	90.22
Dec 9	90.23	90.25	90.21	90.22
Dec 10	90.23	90.25	90.21	90.22

EST. VOLUME 1,200 (1,000)	Close	High	Low	Prev
Dec 7	90.23	90.25	90.21	90.22
Dec 8	90.23	90.25	90.21	90.22
Dec 9	90.23	90.25	90.21	90.22
Dec 10	90.23	90.25	90.21	90.22

EST. VOLUME 1,200 (1,000)	Close	High	Low	Prev
Dec 7	90.23	90.25	90.21	90.22
Dec 8	90.23	90.25	90.21	90.22
Dec 9	90.23	90.25	90.21	90.22
Dec 10	90.23	90.25	90.21	90.22

EST. VOLUME 1,200 (1,000)	Close	High	Low	Prev
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Dec 9	90.23	90.25	90.21	90.22
Dec 10	90.23	90.25	90.21	90.22

EST. VOLUME 1,200 (1,000)	Close	High	Low	Prev
Dec 7	90.23	90.25	90.21	90.22
Dec 8	90.23	90.25	90.21	90.22
Dec 9	90.23	90.25	90.21	90.22
Dec 10	90.23	90.25	90.21	90.22

EST. VOLUME 1,200 (1,000)	Close	High	Low	Prev
Dec 7	90.23	90.25	90.21	90.22
Dec 8	90.23	90.25	90.21	90.22
Dec 9	90.23	90.25	90.21	90.22
Dec 10	90.23	90.25	90.21	90.22

EST. VOLUME 1,200 (1,000)	Close	High	Low	Prev
Dec 7	90.23	90.25	90.21	90.22
Dec 8	90.23	90.25	90.21	90.22
Dec 9	90.23	90.25	90.21	90.22
Dec 10	90.23	90.25	90.21	90.22

EST. VOLUME 1,200 (1,000)	Close	High	Low	Prev
Dec 7	90.23	90.25	90.21	90.22
Dec 8	90.23	90.25	90.21	90.22
Dec 9	90.23	90.25	90.21	90.22
Dec 10	90.23	90.25	90.21	90.22

EST. VOLUME 1,200 (1,000)	Close	High	Low	Prev
Dec 7	90.23	90.25	90.21	90.22
Dec 8	90.23	90.25	90.21	90.22
Dec 9	90.23	90.25	90.21	90.22
Dec 10	90.23	90.25	90.21	90.22

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EST. VOLUME 1,200 (1,000)	Close	High	Low	Prev
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Dec 8	90.23	90.25		